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Publisher and Editor

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Managing Editor

GEORGE POST
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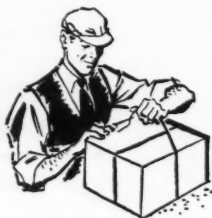
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STATEMENT OF POLICY . . . Our policy is based on the premise that distribution embraces all activities incident to the movement of goods in commerce. If distribution is to be made more efficient and economical, we believe business management must consider more than sales, because more than sales are involved. Marketing, while vital, is one phase only of distribution; seven other practical activities not only are necessary but condition marketing costs. Most commodities require handling, packing, transportation, warehousing, financing, insurance, and service and maintenance of one kind or another before, during or after marketing. We regard all of these activities as essential parts of distribution. Hence, the policy of DISTRIBUTION AGE is to give its readers sound ideas and factual information on methods and practices that will help them to improve and simplify their operations and to standardize and reduce their costs in all phases of distribution.

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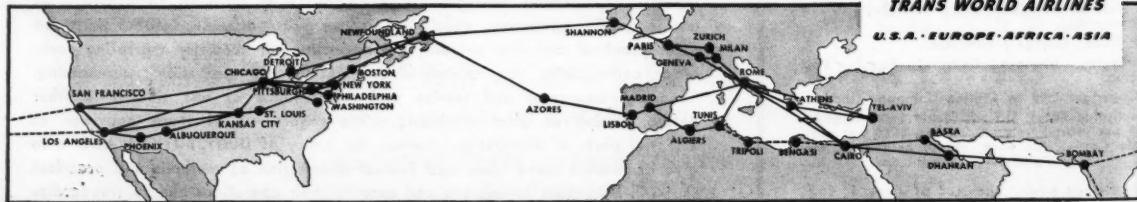
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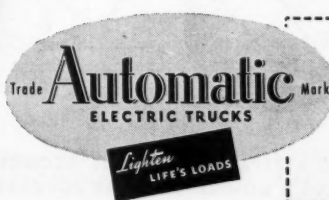
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nsplay railroader...

Almost every American male—juvenile or grandparent—likes to play railroader. A harmless pastime—until politicians start playing with the Nation's rolling stock.

Look what happened when the government operated the rails for 790 days during World War I! Operation costs to the government—ultimately, the taxpayers—were \$1,894,000 each day. What's more, the rails were plagued by traffic jams, car shortages, deficits.

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day! On top of this, the rails paid average wages of 96.8¢ per hour contrasted to the 45.8¢ per hour rail workers got in 1917-18.

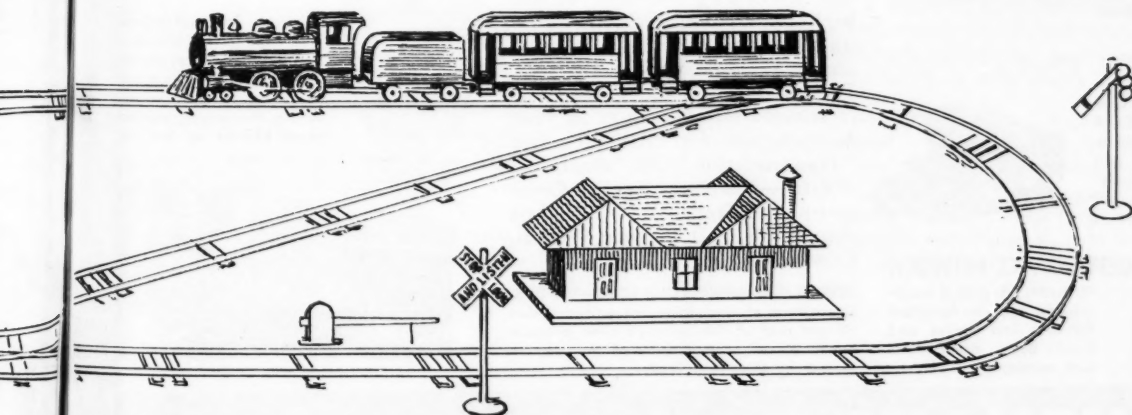
So — why all this talk about the advantages of governmental management or operation of industry? It doesn't add up. Troubles and costs mount fast when politicians play railroader . . . or steelmaker . . . or—name your own industry.

We, at Chilton, believe that industry is obligated to do everything in its power to present the public with the facts of government versus private control of industry. The *facts* are simple enough: In private hands, business and industry create buying power for *everybody*—the worker, the investor, Federal, state and municipal treasuries.

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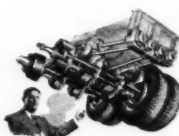


"We not only move meats faster at less cost, but we give our customers better service . . . and get products to them in better condition with Trailers," says Harry W. Davis, Director of Traffic for John Morrell & Co.

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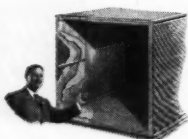
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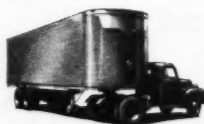
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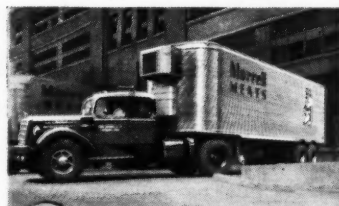


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HOURS**

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EDITORIAL COMMENT



WE CONTEND...

... that the American transportation system is a curious mixture of inhibited, restricted, regulated and destructive competition, and that despite all the rules and regulations and all the Transportation and Interstate Commerce Acts, the area of this destructive competition is growing.

What other term but destructive competition can be applied to the new railroad policy now emerging? Rates on steel have been cut (subject to ICC approval), and other commodities are being added to a lengthening list, all designed to get back a vital segment of the carload business from the motor carriers. The latter, who have recently enjoyed the bulk of steel shipments, are now promising to put up a battle against the rail rate-reductions.

The shrewdness of the railroad step—cutting steel rates—is evident when one considers that the basic industry of the United States is involved, that it initiated other moves to lower rates, and that it is sure to enlist the sympathy of some shippers and consignees who will be thinking of immediate gains at the expense of longer-term vulnerability.

The coastwise and intercoastal ship operators have been facing this sort of thing for

years. More than one carrier has been put out of business, more than one commodity taken over by the competing railroads.

It makes little difference whether cut-throat rate-making is regulated or not; the end results are the same: reduced competition, ultimately higher rates by the surviving carrier, and higher costs to the shipper, the receiver, and the consumer.

We contend that the preservation of a sound economy depends upon the preservation of a sound transportation system. We further contend that a sound transportation system depends on a rate level which provides a fair profit to every efficient carrier.

What is clearly necessary is, first, to determine efficiency, then to determine a fair level of net income (with proper safeguards), and finally to establish a simplified basis for rate-making—and a simplified basis for rate-making, we contend, means establishing rates on a cube-weight basis, rather than on the ability of the commodity to pay.

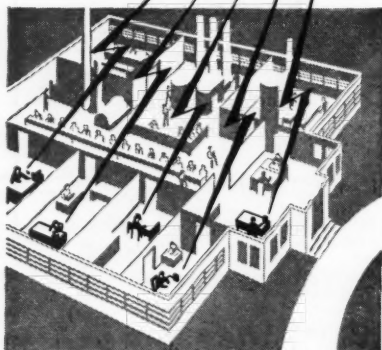
We can hear objections: "Impossible!" "Can't be done!" But wait. Has the idea ever been tried? Or has lip service been given to it, while the ICC and government regulation generally have bowed to pressure groups to the extent that the whole rate setup is now a mass of confusion?

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LETTERS to the Editor

One Warehousing Association for All?

To the Editor:

I note in your March issue an editorial entitled "One Warehousing Association for All."

I think your suggestion is very timely, although I do not believe that there is a great deal of similarity of operation between merchandise and cold-storage warehousemen compared with the storage of furniture and household goods.

I believe it for the best interest of the industry as a whole that they make some effort to get together and form such a combination as you have in mind. They would be in a much better position to obtain recognition by the various governmental bodies.

Clem Johnston, retiring AWA President, called attention to the recent amending of the Commodity Credit Corporation's Charter, whereby the CCC apparently was given unlimited power to construct storage facilities wherever and whenever it determines the public interest requires them or makes them advisable, and has at its disposal four and one-half billion dollars to use as it elects without further reference to Congress.

It would appear to me that if the vast number of waterfront and inland warehousing units throughout the United States lost any considerable amount of business because the CCC or any other government agency constructed warehousing facilities for the storage of merchandise, they might find it necessary to undertake the storage of furniture and household goods. For this reason, if for no other, I think the associations should get together at the earliest possible moment for their own good and to protect the interests of the vanishing private enterprise system. —Frank Henderson, Executive Vice President, Warehousemen's Assn. of the Port of New York.

To the Editor:

With reference to your editorial comment in the March, 1950, issue of DISTRIBUTION AGE, I have read this article with extreme interest. I have often asked the same question that you have—Why don't we have one warehouse association for all? Practically speaking, I have been told it would not be feasible because there are not many hotels in this country that can handle the American Warehousemen's Association itself, much less the AWA, NFWA, etc., collectively. However, I do agree with you

definitely that all of these associations have a few things in common and that they might further progress, as one unit, in a more effective way than they would with each unit blowing its own horn individually.

For example, the question of public relations in the Merchandise Division, AWA, has been kicked around for years, and yet there are some of us in the industry that feel there is a definite job to be done public relations-wise to educate the public on just what the functions of any warehouse are, either in a small city or in a large metropolitan area. Furthermore, I do not think that we of the merchandising end of the warehouse industry would be at all hurt by what the furniture warehouseman tells the public about his functions; as a matter of fact, I think we would mutually profit if the over-all industry got together to tell its story.

I am sending a copy of this letter to Mr. W. F. Long, president of the Merchandise Division, in the hope that he may have some ideas on how all divisions of the warehouse industry can put their combined powers behind those common problems that present themselves. —C. William Drake, Vice President-Sales, Lehigh Warehouse & Transportation Co., Newark, N. J.

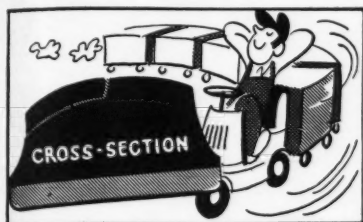
To the Editor:

Your editorial comment on "One Warehousing Association for All" was read with keen interest. Most certainly this year has forcefully demonstrated the costly policy of having three or more trade associations. Our firm has always been trade-association-minded and considers our contacts through conventions somewhat of a post-graduate course for management in keeping up with trends and advanced methods of doing business.

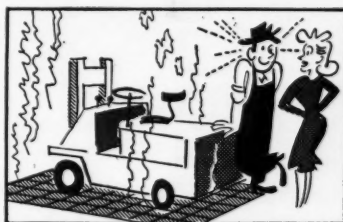
Due to illness in the home Mrs. Compton and I were unable to attend the NFWA Convention at Coronado and the Mayflower Convention in Palm Beach. We consider the NFWA an extremely valuable contact, as that association has kept us posted as to the hazards of our business and the steps we should take to safeguard our business and maintain customer goodwill. Both Mrs. Compton and myself looked forward with anticipation to meeting old friends and making new acquaintances at the NFWA convention.

(Continued on page 62)

B.F. Goodrich



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COMPOUND 2. **LOW-POWER** . . . cuts power consumption by reducing rolling resistance.

COMPOUND 3. **OIL-PROOF** . . . impervious to oil or other petroleum products in operating areas. Resists higher temperatures.

COMPOUND 4. **NOVITE** . . . protects floors, helps eliminate noise and almost doubles load-carrying capacity.

COMPOUND 5. **SPECIAL NO-MARKING** compound will not mark or mar flooring.

COMPOUND 6. **STATIC-CONDUCTOR** . . . grounds the vehicle—where static is a danger factor, protects operator, guards against fire.

Dealerships Available In a Few Localities—Write B. F. Goodrich, Akron



The B. F. Goodrich Co.
Department TW-36
Akron, Ohio

Please give me additional information on your Tire and Wheel Analysis plan.

Name _____
Title _____
Company _____
City _____ State _____

It's N-S-F



**for NAILABLE STEEL FLOORS
for NEW SHIPPING FACILITY**

Palletized load of automobile parts being loaded by lift-truck into a boxcar equipped with NAILABLE STEEL FLOORING. Note on boxcar wall N-S-F stencil that identifies cars equipped with this stronger, safer, longer-lasting floor.



NAILABLE STEEL FLOORS are formed of rigid channels, welded in place, and separated by spacers to form nailing grooves, which are sealed with a stiff plastic composition.

When a shipper spots the N-S-F stencil on a boxcar at his loading dock, he knows he will have no trouble—either loading or unloading. Whether the load is bulk or blocked (you can nail to N-S-F), fragile and light or rough and heavy . . . the floor will be intact—smooth and level, free of splinters. Fork trucks won't break through. What's more, whatever is loaded will travel safely—well protected from loss or damage.

In short, when a shipper uses freight cars or trucks and trailers equipped with N-S-F, he can be sure his freight will be safe in transit, and that he will save both time and money.

Leading railroads and trucking lines have put hundreds of NAILABLE STEEL FLOORING cars and trailers in service—and more are coming. Watch for *your* first NAILABLE STEEL FLOOR, and compare it, feature by feature, with any other type of floor.

Further information is available from sales representatives in Detroit, Chicago, Philadelphia, St. Louis, Atlanta, San Francisco.

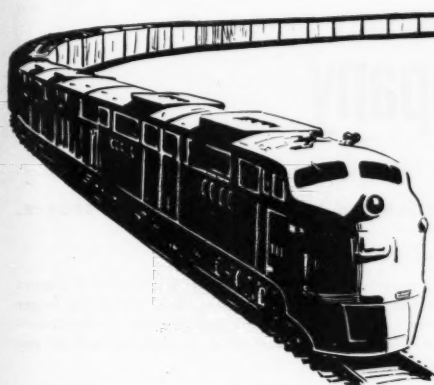
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GREAT LAKES STEEL CORPORATION

Steel Floor Division • Ecorse, Detroit 29, Michigan
UNIT OF NATIONAL STEEL CORPORATION



PATENTS PENDING



Are Railroad Rates Coming Down?

BY H. T. GRISWOLD

*Traffic Manager
Lamborn & Co., Inc.*

Yes and no: It looks good for carload shippers, not so hot for l.c.l.

IT looks as if we're past the peak in railroad carload rates. It looks very much as if we're on the downslope, what with the reduced rates on iron and steel, and some other reductions now in the cards. The railroads want the carload business, and with l.t.l. rates plus good highway carrier service shading the rails' offerings, the nation's "premier transportation service" must do the shading itself. That appears to be the determination of the railroads today.

The National Industrial Traffic League has been putting up a battle against an agreement to permit higher l.c.l. rates. Apparently, the bulk of the membership of this organization will not stomach such an increase. Whether or not such increased rates would compensate the railroads for lower commodity rates on steel, sugar or canned goods, the rails must pull down on carload rates to get carload business, hoping if they wish that higher rates on l.c.l. may yet be permitted. Actually, the railroads appear in the main to show no eagerness for l.c.l. business, and there is the likelihood that l.c.l. minimum weights on some products besides steel may be increased.

Many shippers, however, want lower transportation costs for their small shipments. A meeting was held recently in Chicago at

which a large number of shippers met to ask the liberalization of Rule 10. This rule permits mixture of a number of items in transcontinental commerce, as long as they are on the same basis as the bulk of the shipment. The shippers want more items permitted in the mixture so that they can get the carload rate for small shipments. The executive committee of the Transcontinental Freight Bureau is the petitioner.

The picture, then, is one of promise for certain commodities and lack of promise for others, particularly small shipments. There appears little on the horizon to alter this prospect.

Carload Rates

Here are the details of the carload picture:

Reduced rates on a new and heavier minimum carload weight of 80,000 lbs. a car on iron and steel articles were tendered to the Commission on March 30, published to be effective May 1, in Eastern Territory. The reduced rates were announced by John J. Fitzpatrick, Chairman of the Traffic Executive Association, "as a strong move" to meet the competition of highway carriers of iron and steel articles.

Highway carriers and Ex Parte 168 are also responsible for other

contemplated rate adjustments in the Eastern and Southern Territories. The railroads are beginning to stop, look and listen. The nation's rail carriers are now making a concerted effort to recapture "lost week-ends."

An adjustment of sugar rates is contemplated in that territory east of the Mississippi and north of the Ohio River to the 1946 level of rates plus 50 percent. Moreover, rates on canned goods from the South to points in the North were reduced, and rates in the reverse direction may receive similar treatment. Bakery products, peanuts and floor coverings are also on the rate-reduction agenda. Candy and confectionery were reduced and subsequently suspended in I & S 5769. Reductions in carload minimum weights on some products and increases in minimum weights on others are expected in the future.

Furthermore, storage-in-transit privileges will be granted where they have heretofore been denied or where they have been granted subject to narrow or severe limitations. Stop-off-to-partially-unload-or-reload privileges will again be granted and broadened on many products.

These invaluable privileges are most interesting to shippers and
(Continued on page 74)

The Traffic Manager in the Small-to-Medium-Sized Company

He can mean the difference between good distribution and bad—IF he's given a chance.

THE FORMS shown on these pages have been supplied by Advance Solvents & Chemical Corporation—classifiable as a small-to-medium-sized company—and Sterling Drug, Inc., one of the larger organizations in the drug field. These documents demonstrate a sound approach to shipments-control, claims-procedure, and maintenance of files—an approach which is independent of any particular industry or of the size of any particular company.

WITH the buyer's market tightening for many products and top management becoming both service-minded and cost-conscious, many traffic managers in smaller companies are finding their problems intensified.

Top management is asking for every possible transportation economy, but too frequently it fails to realize that the economy it demands may be incompatible with good carrier service on the outside and top efficiency on the inside. Traffic managers of these smaller companies too often are not in a position to resolve such contradictions because they lack sufficient authority or prestige.

The traffic manager of a medium-sized laboratory-supply house was told last year to use over-the-road carriers instead of rail—except where rail rates were lower—and

to use parcel post because it was cheaper. Recently, the president received five complaints and immediately issued a call for better service. Now almost everything goes by highway carrier because service is better. Parcel post is out the window.

If the traffic manager of this company had been accustomed to guiding top management, he would have anticipated topside thinking, evaluated service in terms of current economic developments, and offered a carefully thought-out plan for the use of carriers. As it was, this traffic manager, who, incidentally, had risen via messenger boy and shipping-room clerk without special training in traffic, headed a traffic "department" of two men which was looked upon by management as an adjunct of the shipping department.

On the other hand, many traffic managers in small-to-medium-sized concerns do have training, ability and perspective, but have little chance to use their skills and ideas. One reason is the favored position of some particular official a bit higher up on the management ladder.

The traffic manager of a certain drug house is recognized as highly gifted and well-trained, and is a product of a leading university specializing in traffic management. Top management in this company recognizes this, but makes him largely subservient to the needs of other officials. His only recourse is a rather shallow channel up to the president. Sales presses for extra-fast shipments at every opportunity, forcing the traffic manager either to accept mounting costs for his functions or to fight it out with

Sterling Drug's outbound and inbound Reports provide information for rate purposes, indicating volume shipped by each carrier.

Outbound Carload & Truckload Report 195-

Company _____ Location _____ Period or Month Ending _____

Please list all shipments whether by rail, water, or in truck load lots including coal or fuel oil and trap or ferry cars.

NO.	DATE SHIPPED	CAR INITIALS & NUMBER	CONSIGNEE	FINAL DESTINATION	COMMODITY	WEIGHT	FREIGHT PREPAID	FULL ROUTE

Inbound Carload & Truckload Report 195

Company _____ Location _____ Period or Month Ending _____

Please list all shipments whether by rail, water, or in truck load lots including coal or fuel oil and trap or ferry cars.

DATE SHIPPED	CAR INITIALS & NUMBER	SHIPPER	ORIGIN	COMMODITY	WEIGHT	CHARGES	FULL ROUTE	DATE OF DELIVERY

15



Photo courtesy Fruehauf Trailers

WHAT IS A TRUCKLOAD?

Shippers and truckers were asking this question fifteen years ago. They still are!

BACK in 1935 when the truck lines were making their first tariffs for filing with the ICC, many companies were having a difficult time trying to determine just what constituted a truckload. As long as everybody had trailers that were only 18 or 20 ft. long, it wasn't such a problem. But one difficulty was that some trailers were 24 ft. long. In the midwest area it was finally agreed that 950 cu. ft. constituted a truckload. Much against their better judgment, many highway carriers bought 24-ft. trailers. They seemed pretty big, especially to a loader transferring freight about three o'clock on a cold winter morning.

Those 24-ft. trailers are still in use along with the older 20-ft. jobs, and their owners are still cussing the boys who are now using 34-ft. trailers. The question of what constitutes a truckload is as far from an answer now as it was back in 1935, when motor carriers first sat down around a table to discuss joint tariffs.

The ICC investigated the proposed truckload minimum weights a few years ago, and when it appeared that the resulting weights would be published in the National Motor Freight Classification on light and bulky articles, it seemed

that an answer to the problem was near. The Commission finally prescribed ratings and truckload minimum weights which were supposed to be what could be loaded into a "standard" trailer of 1000 cu. ft.

Rule 34

This was the background of Rule 34 of the National Motor Freight Classification. Under columns A to F of this rule, the shipper is given a choice of six minimum weights. For articles taking the weight bracket "10.1" these weights range downward from 10,000 to 5,000 lbs. Class-rate tariffs are supposed to provide reference to the proper column. If there is no such provision, the lowest minimum weight applies.

The weight bracket 10.1, with first-class rating for truckloads, is published for such articles as filtering discs, weighing less than six lbs. per cu. ft.; puffed cereals, other than popped popcorn; incandescent lamp bulbs; tanks, fuel cell, rubber or fabric, not collapsed; scoured wool in bales, eight to 12 lbs. per cu. ft.; and wiping rags, less than six lbs. per cu. ft.

Except for the scoured wool, weighing eight to 12 lbs. per cu. ft., the above articles have a weight of less than six lbs. per cu. ft. If

six lbs. were used as the average weight per cubic foot, 6,000 lbs. of these articles would be loaded in a 20-ft. trailer of 1,000 cu. ft. This is the weight prescribed under Column E of Rule 34. Other columns are as follows:

Column	Prescribed Weight	Cubic Feet	Length of Trailer (feet)
F	5,000	900	18
E	6,000	1,000	20
D	7,000	1,200	24
C	8,000	1,350	27
B	9,000	1,500	30
A	10,000	1,665	34

For some of the articles named above the Commission prescribed the rating of first class for truckloads. The ICC rejected protests that any rating must bring no less than actual cost. While intending to be fair, it prescribed rates which do not pay even the out-of-pocket costs of the haul. The present first-class rate between Chicago and New York is \$2.53 for a haul of 830 miles (minimum Rand - McNally distance). That makes the revenue picture on these articles look like this:

Column	Minimum Weight	Total Revenue (\$)	Revenue Per Mile (c.)
F	5,000	126.50	15.2
E	6,000	151.80	18.3
D	7,000	177.10	21.3
C	8,000	202.40	24.4
B	9,000	227.70	27.4
A	10,000	253.00	30.5

(Continued on page 28)

EATON

2-Speed Truck

AXLES

pay for Themselves Over and Over



Eaton 2-Speed Axles give your trucks added utility, improved performance, faster operating speed, more pulling power. They effect important savings in operating and maintenance costs. Eaton 2-Speed Axles provide the right gear ratio for road and load conditions. They permit engines to run in the most efficient and economical speed range, reduce stress and wear on vital vehicle parts and actually make trucks last longer. Eaton 2-Speed Truck Axles are available for most trucks of the 1 1/2-ton class and larger. Ask your truck dealer how they will more than pay for themselves in your operation.



Axle Division

EATON MANUFACTURING COMPANY
CLEVELAND, OHIO



PRODUCTS: SODIUM COOLED, POPPET, AND FREE VALVES • TAPPETS • HYDRAULIC VALVE LIFTERS • VALVE SEAT INSERTS • ROTOR PUMPS • MOTOR TRUCK AXLES • PERMANENT MOLD GRAY IRON CASTINGS • HEATER-DEFROSTER UNITS • SNAP RINGS • SPRINGTITES • SPRING WASHERS • COLD DRAWN STEEL • STAMPINGS • LEAF AND COIL SPRINGS • DYNAMATIC DRIVES, BRAKES, DYNAMOMETERS

MAKE HANDLING COSTS "TOE THE LINE"

Mechanize handling operations and you make costs "toe the line." Proof? Our library of case histories is packed with savings achieved by Yale Trucks, Scales and Hoists in handling all kinds of loads. Here are examples: Systematized use of Yale Trucks saves a rubber company \$80,000 a year. At a grocery warehouse, the use of a fork truck cut the cost of unloading a boxcar of sacks from \$44 to \$7.

Handling operations take time no matter what means and methods are used. BUT the less time you take to lift, move and stack goods, the more you save. Our nearby representative will gladly give you the benefit of his experience in cutting the cost of receiving, warehousing and shipping. So—if you want your handling costs to "toe the line" permanently, phone our representative. Or, write direct to headquarters.

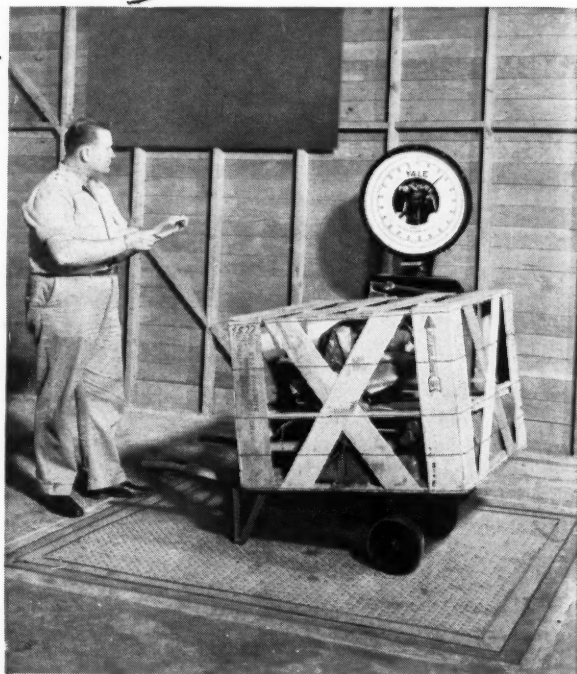
THE YALE & TOWNE MFG. CO.

Philadelphia Division

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Philadelphia 15, Pa.

L-37



YALE

TOOLS THAT KEEP
INDUSTRY "ON THE MOVE"



SCALES—Industrial • HOISTS—Hand and Electric • TRUCKS—Hand Lift • • • Electric • • • Gasoline • • • Diesel

Material Handling Institute Holds First 1950 Meeting

Robert C. Brady, new director of research, outlines educational program before gathering in Cleveland.



Robert C. Brady,
MHI's new director of research.

THE Material Handling Institute is now officially in the business of educating the public on the use of modern materials handling equipment as a cost-cutting industrial tool. Its entry into this field became conclusive with the introduction of its new director of research, Robert C. Brady, at its initial meeting of 1950, held at the Hotel Cleveland, Cleveland, on March 29.

Mr. Brady, whose chief efforts will be directed toward spreading the materials handling gospel among two segments of the public—the industrial primarily, and the educational secondarily—indicated that the program he would follow in his new post would be designed to (1) secure publicity for the Institute on its nature and objectives; (2) help members of the MHI progress in their own field; and (3) locate and consult with those industry men responsible for purchasing.

Mr. Brady ventured the opinion that sales people need a broader knowledge of their field. He particularly warned of the misapplication of equipment due to stress on a given type or on a given application and called for foresight and preparation on the part of salesmen, including a good knowledge of customers, cost data and operations. Lastly, he warned that too many salesmen are thinking only of big orders.

Brady's views were enunciated upon during an open discussion in which speakers stressed the importance not only of reaching the right people in industry but, more importantly, of checking orders to make sure that

equipment will do the job the customer expects, of analyzing the problems involved, and of following through on sales.

N. Y. Times Man Concurs

The educational program upon which the Institute has embarked was fully endorsed by the meeting's guest speaker, Hartley Barclay of *The New York Times*. "Materials handling equipment provides one of the greatest opportunities for cost-reduction that industrial users can find during the coming decade," Mr. Barclay said. "Materials handling costs are the largest single element of industrial costs, other than direct labor costs. Therefore, they offer the greatest opportunities for worthwhile savings through equipment modernization and improvement."

Hartley Barclay, *The New York Times*.



It was Mr. Barclay's opinion that the story of the materials handling industry is still in its infancy and that many companies are just now becoming aware of the importance of modern materials handling and of the value of having materials handling experts in their organizations.

The speaker's punch line was "Your story is better than you think." Opportunities for cost-reduction through materials handling equipment are very great, perhaps greater than ever before, he said. Today, "intra-industry movements of materials [involve] total expenses far exceeding \$5 billion per year." Mr. Barclay then stated that industry had an opportunity to make "more goods for more people" at lower prices by using more modern materials handling equipment. He observed that in view of the present buyers' market it was essential that the materials handling industry find its public, determine that public's characteristics, and then decide how that public can be informed. He listed several elements under each of these heads, mentioning the categories used by *The New York Times* in breaking down industry personnel. Such headings as finance, engineering, public affairs, real estate, construction, and supervisory were included. Each category has specific needs, and it is essential to find out the characteristics of such end-user requirements, the speaker said.

Mr. Barclay prepared a "work sheet" which could provide the materials handling producer with

(Continued on page 37)

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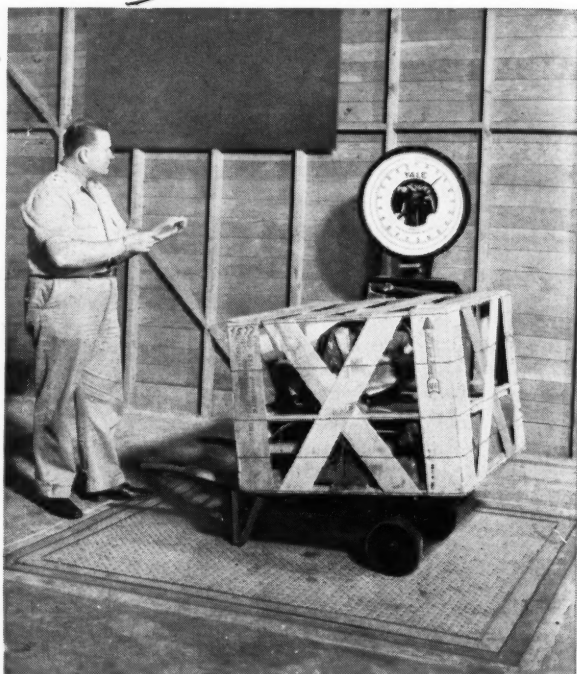
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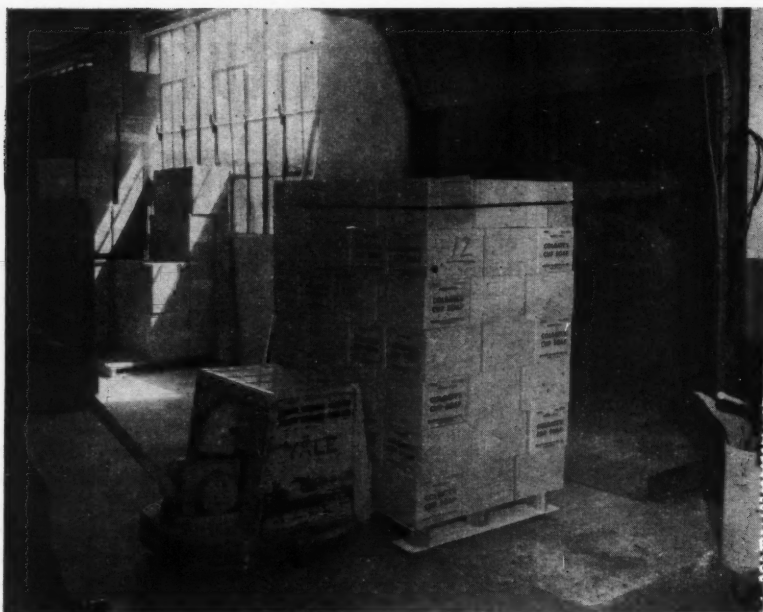


Photo courtesy Colgate-Palmolive Peet Co.

Eighteen hundred pounds of shaving soap on stitched-veneer expendable pallet are loaded into boxcar.

IN an effort to reduce distribution costs, industry is shipping more unit loads than ever before. However, a great majority of the commodities that can be handled more successfully in the form of unit loads are still loaded and unloaded manually by the old fashioned "piece by piece" method. The dependence on old-fashioned methods may be attributed primarily to the technical problems encountered in shipping unit loads and to the freight charges levied on the pallet or other unit-load accessory.

The common warehouse pallet, which has become an important aid in handling unit loads in a plant or warehouse, is generally too heavy to be shipped with the unit load, due to ICC regulations. These regulations charge the weight of the pallet at the class rate of the commodity that it bears—which in many cases is prohibitive. For example, in a shipment of soap products from the East Coast to a point in the Middle West, the railroad freight is 84c. per cwt. If a 40- x 48-in. warehouse pallet weighing 80 lbs. is used, the cost of shipping 24 pallets would be \$16.12. In addition, since the first cost of such a pallet is about three dollars,

the pallet must be returned. If a carload return of empty pallets is practical, the rate for this shipment would be one dollar per cwt. or \$19.20 for 24 pallets. Therefore, the total freight cost on the pallets would be \$35.32, a figure which wipes out a portion of the saving gained by faster loading, unloading, etc.

It is for this reason that lightweight expendable pallets have appeared on the market and are being used more and more. These pallets are made either of wood or paper and weigh between six and 40 lbs., depending on the material and design. The use of such pallets for a particular installation frequently requires considerable experimentation before the proper pallet design is determined. Also, gluing, steel-strapping, and loading techniques must be developed to assure safe arrival of the commodities and to permit mechanical unloading at destination. These techniques are usually worked out during a series of test shipments.

However, even if all technical problems could be solved successfully, *would such unit-load shipments be economical?* This question can be answered only by the individual company con-

How Much

cerned. To a large measure, it will depend on the price of the expendable pallet which is capable of performing the job. Therefore, it becomes a question of how much one can afford for an expendable pallet, and of whether it can be made for that price. Opinions differ widely, even when based on sound engineering and cost studies. For example, some companies can afford to discard after one trip a pallet costing \$1.50; others will save nothing if the pallet cost is over 50c. Again, some organizations will not consider shipping on expendable pallets unless they obtain considerable savings, while others will ship on pallets for customer good will, even if they break even or find that their costs are slightly higher than before. Therefore, individual conditions, company policies, competitive situations, and numerous other reasons must determine the price one can afford for an expendable pallet.

Figuring Price You Can Pay

In determining this price, the materials handling engineer will first study the present loading and unloading operation and list all cost elements involved. These will include direct-labor costs, mechanical-equipment costs, bracing expenses, loss and damage, average demurrage charges, indirect labor, marking cost of each item on an l.c.l. export shipment, packing costs (if they can be reduced by the new method), present maintenance costs of warehouse pallets, etc. He will then study the unit load-expendable-pallet method, estimating the cost of those

Should an Expendable Pallet Cost?

Estimates vary, and quite naturally—for it all depends on the goods shipped and on the distribution cycle through which those goods must pass. But one thing is certain—the unit load is here to stay.

BY WALTER F. FRIEDMAN

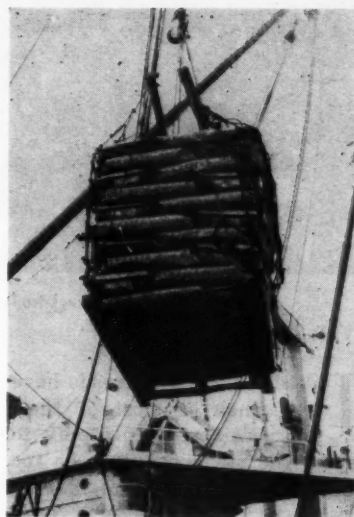
*Materials Handling Engineer
Package Research Laboratory*

items which cannot be readily determined. This study should include all of the above items in addition to the expenses for gluing or steel-strapping.

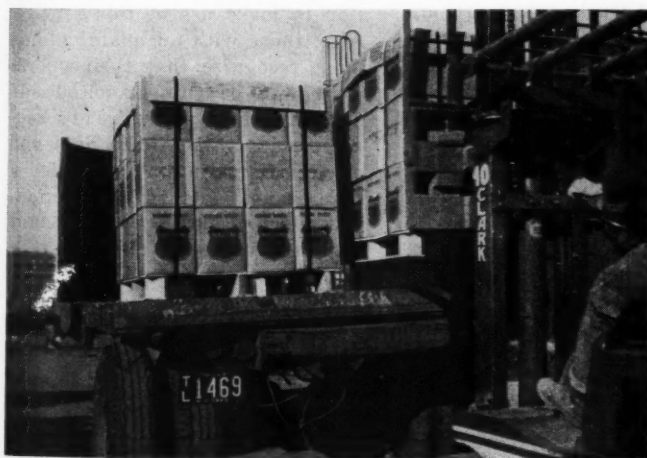
Assume that on a shipment of soap products to the distribution warehouse of a manufacturer (loading and unloading is performed by the same organization), the present loading and unloading costs are \$45 per carload. Assume also that the unit-load methods will reduce this to \$15. Therefore, \$30 remains to pay for the first cost and the weight of expendable pallets if the shipment is to break even. If 24 pallets, each costing one dollar and weighing 25 lbs., are shipped at the 84c. per cwt. rate, the total cost will be \$28.84—permitting a saving of

\$1.16. However, there may be an addition to this initial saving. Analysis of shipments leaving the distribution warehouse may reveal that a considerable percentage of orders are in unit-load quantities and could therefore be shipped on the same pallet on which they arrived from the manufacturing plant. Besides, less-than-unit-load orders could be assembled on the expendable pallets that accumulate in the warehouse and be loaded directly on motor trucks for local delivery. The unloading of these trucks could be performed either manually by disassembling the unit loads in a truck, or mechanically if the customer is equipped for unit-load unloading. This added loading op-

(Continued on page 48)



A 2,000-lb. glued unit load of chemicals on expendable pallet is loaded on ship for inter-coastal transportation.



Loading motor truck with 3,100-lb expendable-pallet loads of asphalt for export.

Packages stored on expendable pallets prior to shipment.





Truck-trailers at Indianapolis freight station being loaded for distribution.

TO say that the railroads have lost much or most of their l.c.l. business is not only to repeat the obvious but to be too general. Some roads still have a sizable l.c.l. dollar volume, or a volume that could be expanded in view of modern handling equipment at terminals or the availability of l.c.l. now going by other carriers. The New York Central Railroad, for example, has an l.c.l. dollar volume equal to about seven percent of its total freight revenue. Other eastern roads are close to this level.

Because of the size of l.c.l. revenue, and because the postwar period has threatened a further shift of l.c.l. to common carriers, private carriers or parcel post, the New York Central has during the past few years been operating a "custom-built" service for large shippers and receivers of l.c.l. merchandise. Over 80 big concerns have availed themselves of the facilities offered.

Where a minimum of 6,000 lbs. of l.c.l. is sent out daily, the shipper or receiver is deemed in a position to be eligible for at least one special car. These are routed

directly to "key" cities for distribution, avoiding handling at intermediate transfer points. The 6,000-lb. minimum was set because of the switch charges in the road's tariffs, which generally apply below that figure.

At key points, railroad-controlled contract carriers or shipper-supplied trucks take merchandise to destination. This service, it is believed, not only expedites delivery but results in lower loss and damage because of sharply reduced handling of cars and merchandise enroute.

To insure proper coordination, the railroad sends a representative to the company interested in the service and makes a study of its methods of distribution. An individualized loading order, with instructions, is then prepared for the shipper or receiver. One of these is shown on the page opposite. Zone numbers for the Central's territory total 201, some or all of which may be involved, depending on the specific shipper.

Numerous shippers and receivers have taken advantage of this service. Warehouses, it is believed, can also make use of the

service, which need not be on a daily basis, but can be tailor-made to fit their requirements.

Arrangement Has Drawbacks

Some limitations must be recognized in this arrangement. For one thing, the shipper with smaller l.c.l. volume daily is not in a position to make use of this service. Also, those with adequate volume must recognize that their operations will be subject to outside scrutiny, since the railroad's representative will require data and other information. Again, such a plan cannot be said to be functioning at top efficiency where freight destined for points on other railroads is concerned, unless the terminating carrier is prepared to offer efficiency equal to that of the originating carrier.

A railroad offering fast time in transit and providing it only to large-volume shippers is not only failing to solve the whole problem, but may be placing handicaps on the smaller shippers, who are trying to meet the competition of their larger rivals. The effect may well be to further encourage the shift of small-company tonnage to

L. C. L. MERCHANDISE SERVICE?

Fine, but for whom? Not as yet for the smaller shipper who can't meet daily l.c.l. minimum weights.

BY HENRY G. ELWELL

Traffic Consultant

the highway carriers. Since this second choice indicates some disadvantages for many shippers who prefer to ship by rail, it is apparent that any alternative method of shipping will present disadvantages to both shippers and receivers.

What is clearly necessary is a broad attack on the problem. Credit should go to any road attempting to solve the l.c.l. problem, but to be successful, the effort must be national in scope and take in companies of all sizes.

To do the job, one essential step is to further modernize handling facilities at every terminal, so that whether a Pacemaker train or a peddler car is involved, the handling is equally expeditious.

Many terminals now present a picture of cranes, industrial trucks and trailers, hand trucks, platform trucks and other devices all working together to expedite shipments. But it still remains true that frequent changes in the makeup of trains and other terminal operations causing delay counteract the benefits of quicker loading. The need to increase l.c.l. loads in cars, particularly in view of the fall-off in railroad l.c.l., means that several stops enroute are often necessary to bring the trainload close to a profitable level.

This indicates that the second area of activity on the part of the railroads must be to raise a large segment of freight service to the overnight-train-service level, without serious restrictions as to how big a volume a concern may proffer or receive.

Railroad Responsibility

Then there is the matter of reliability. Those railroads attempt-

(Continued on page 57)

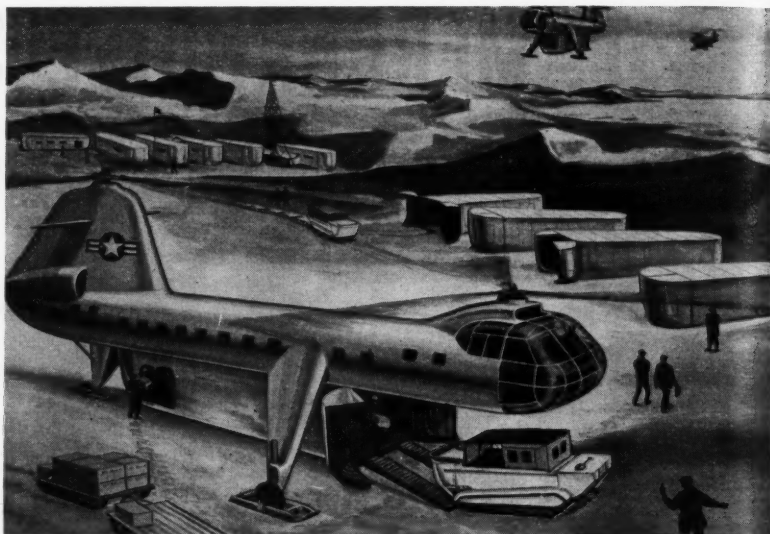
Zone Number	Load to	Alternate Loading	
		1st Preference	2nd Preference
1	No rates via NYC		
2-12	Utica, N.Y.		
13-14	Albany, N.Y.	Utica, N.Y.	
15-20	Utica, N.Y.		
21	Watertown, N.Y.	Utica, N.Y.	
22	Utica, N.Y.	Syracuse, N.Y.	
23-25	Syracuse, N.Y.	Utica, N.Y.	
26-27	Newberry Jct	Syracuse, N.Y.	Utica, N.Y.
28-30	Syracuse, N.Y.	Utica, N.Y.	
31	Rochester, N.Y.	Newberry Jct.	Syracuse or Utica
32	Buffalo, N.Y.	Syracuse, N.Y.	Utica, N.Y.
33	Syracuse, N.Y.	Buffalo, N.Y.	Utica, N.Y.
34-35	Niagara Falls	Buffalo, N.Y.	Newberry, Syracuse or Utica
36-37	Buffalo, N.Y.	Newberry Jct	Utica or Syracuse
50	Utica, N.Y.		
51-52	Springfield, Ms	Utica, N.Y.	Worcester, Mass
53a	Boston, Mass	Springfield, Mass.	Worcester or Utica
53b	East Cambridge	Springfield, Mass	Utica or Worcester
53d	Boston, Mass	Springfield, Mass	Worcester or Utica
54-55e	Worcester, Ms.	Springfield, Mass	Utica, N.Y.
55f	East Cambridge	Springfield, Mass	Utica or Worcester
56	Boston, Mass.	Springfield, Mass	Worcester or Utica
60-69	Pittsburgh	Buffalo	Syracuse or Utica
70	Buffalo	Newberry Jct	Utica or Syracuse
71-84	Detroit	Buffalo, Niagara Falls, Newberry Jct, Syracuse or Utica.	

Representative merchandise service schedule, showing zones, destinations and loading preference points.

Hand truck with low angle for vertical loading. Design also permits easy loading when truck is flat on the ground.



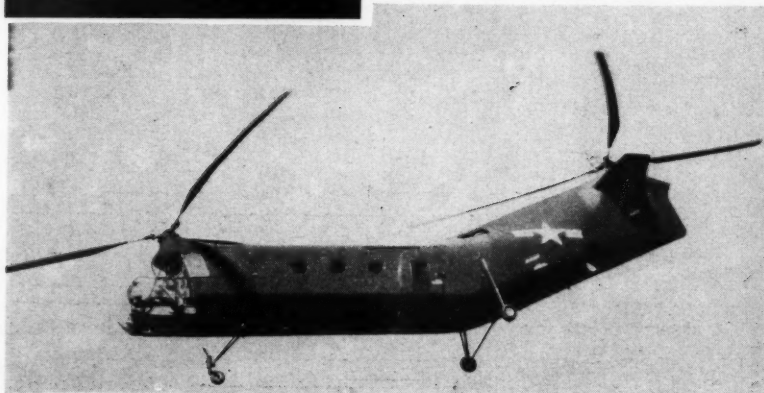
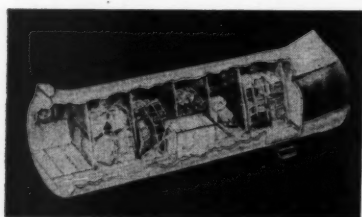
THE WORLD'S TWO LARGEST HELICOPTERS testify to the tremendous changes which have taken place in the craft over the years. Both the XH-16 (right), currently being developed by the Piasecki Helicopter Corp., Morton, Pa., and the XH-17 (below), now being tested by the Hughes Aircraft Co., Culver City, Calif., incorporate radical departures in aircraft design. Both are being built under contract with the U. S. Air Force. The Piasecki craft, scheduled for delivery some time in 1951, is a tandem-rotor type and features a detachable capsule about the size of a Greyhound bus. The fuselage compares in shape and dimensions to the body of the four-engine Douglas C-54. Military operations, as seen here in artist's visualization, are seven or eight years ahead of commercial application, according to Piasecki.



Acme Photo

The XH-17 Hughes "Flying Crane" is a rotary-wing type powered by a combination of turbo-jet and ram-jet engines, a link-up never before used in aviation design. Military strategists see it picking up artillery pieces, guided missiles, and small tanks much the way a crane handles heavy cargo on ships. If the craft lives up to advance notices, it will have lifting power enabling it to carry 100 passengers or equivalent volume of cargo.

PIASECKI "Flying Bananas," two-rotor tandem-type craft, have been used by the armed services for several years. HRP-2, latest completed "Banana" model, has 600 cu. ft. of cabin space. In CAB hearings on the question of whether to establish a helicopter mail and passenger network in the New York area, Frank N. Piasecki, the company's president, stated that the "Banana" could easily be turned into commercial models including an all-cargo type (see inset). Latter would be known as PD-22 Transporter.



What Happened

"ANYTHING a horse can do!" That's what they said about the helicopter a few years back. "An airport in every back yard, and every garage a hangar." And at 5:15 sharp, papa would drop out of heaven.

But back yard's are still sporting clothes lines, and papa's still taking the train. *What happened to the helicopter?*

Plenty. But it happened more slowly than people thought it would. In the days since helicopter-mania, the craft has slowly developed into a vehicle capable of performing a variety of jobs for a variety of people. Today, terrain is mapped, fires are fought, and seals are counted by helicopter.

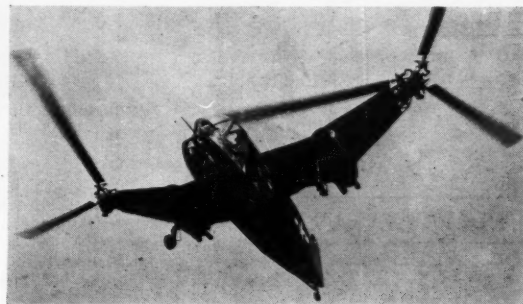
Perhaps the chief reason for its rebirth, or rather recovery, has been the gradual realization of the armed services that the helicopter is made to order for such operations as personnel evacuation, ob-



BELL AIRCRAFT CORP., Buffalo, will use the YH-12 (in flight), a helicopter it is now producing for the armed services, as the model for a larger commercial craft to be known as the Bell Feeder Liner. The Liner will be available with either a 600- or 800-h.p. engine. As an all-cargo plane, the 600-h.p. model will be able to carry 1,679 lbs. on a 100-mile flight or 1,429 lbs. on a 200-mile flight. For the 800-h.p. model the figures are 2,380 and 2,107 lbs. Artist's view of Feeder Liner as all-cargo craft is shown above. Bell helicopters smaller than the Feeder Liner have carried over 1,000,000 lbs. of mail in Chicago since August, 1949.



"LITTLE HENRY," the world's first ram-jet helicopter, may serve as the model for McDonnell's commercial helicopter of the future. At present a "flying test stand" for the Air Force, "Little Henry" was developed by McDonnell after years of research. Its two ram-jet engines, weighing only 10 lbs. each, are attached to the end of the rotor blades, applying direct power to the blade tips. This eliminates heavy engine parts, gear systems, and transmissions, and gives "Little Henry" a tremendous weight advantage.



MCDONNELL AIRCRAFT CORP., St. Louis, is designing a commercial craft, model 65C, as a production version of its XHJD-1 (below), now in test-flight status with the Navy. The XHJD-1, developed by McDonnell in collaboration with the Navy's Bureau of Aeronautics, is the first twin-engine helicopter. In designing its commercial 65C, McDonnell can draw upon experience gained during 300 hours of flight and ground tests on the XHJD-1. Used as an all-cargo craft, the 65C will be able to carry a payload of (1) 4,227 lbs. on a 100-mile flight, (2) 3,859 lbs. on a 200-mile flight, and (3) 2,869 lbs. at its maximum range of 470 miles.

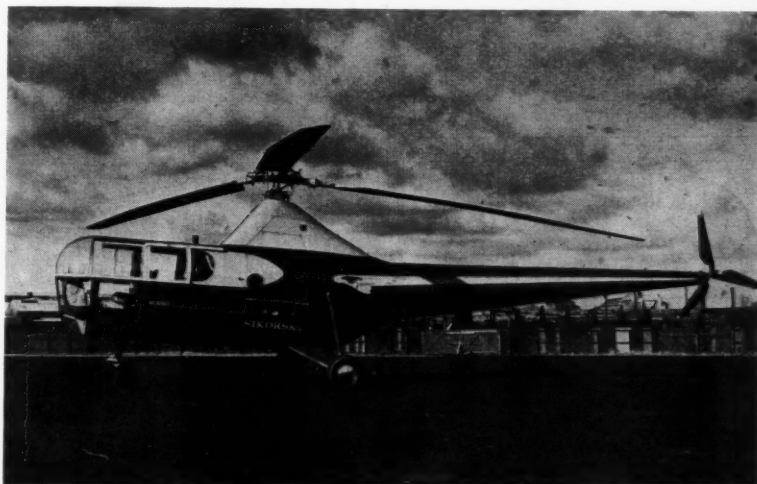
to the Helicopter...?

serving enemy positions, supplying troops in areas inaccessible to the more conventional supply vehicles, and generally, for jobs demanding a carrier pigeon instead of a bald eagle.

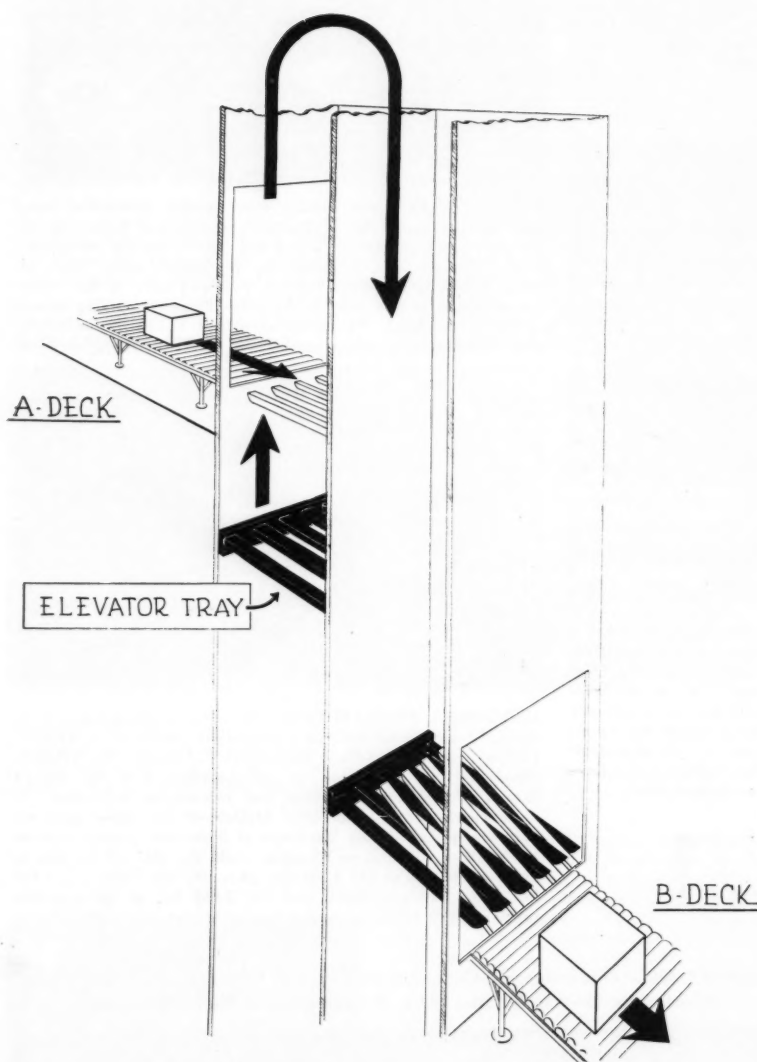
Every model shown on these pages, with the possible exception of one—the Sikorsky S-51—can be traced back to a government contract and a cooperative effort between the manufacturer and Uncle Sam's engineers.

What does all this mean to the commercial shipper? Just this. If a helicopter can land on a quarter (they're bigger than they used to be) for a captain in the Air Force, it can land on a quarter for an industrial traffic manager. Apparently the manufacturers feel the same way, for out of the military prototypes are emerging commercial cargo models which farsighted distribution men will not long ignore.

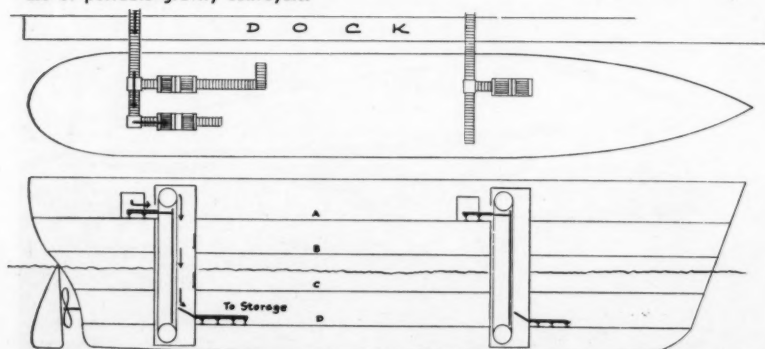
SIKORSKY AIRCRAFT, Bridgeport, Conn., has six of its S-51 helicopters (below) in air-mail service in the Los Angeles area. One of them is now at the 3,000-hour mark.



ROLL and LOAD



(Below) Plans of elevation showing position of stores and cargo-loading elevators, and use of portable gravity conveyors.



IN a recent speech before the American Society of Mechanical Engineers, Harold Von Thaden, Hewitt - Robins, Inc., stated: "Not so long ago, conveyor systems further demonstrated their remarkable versatility by acquiring sea legs. Today, when shipping men are calling for marine architects and engineers to introduce new designs in ships to reduce the towering costs of cargo-handling, the conveyor industry has developed self-unloading ships that can discharge 10,000 tons of bulk cargo and neatly pile it ashore in about five hours . . . and, if dock space permits, without the assistance of any shore-based equipment. These ships need not be built specifically for self-unloading. Many very successful conversions have been made of cargo ships that have been operated for as long as 30 years by old-fashioned methods of unloading."

Hewitt-Robins feels that mod-

(Left) Exploded view of tray-elevator shaft and finger bars shows projected flow of packages on three American President Line ships now under construction. Portable conveyors start loading from dock side at "A" level. Package flows from portable conveyor through door and shaft to stationary finger bar in elevator-tray shaft. Package on stationary finger bar is picked up by fingers of elevator tray (for simplification, method of running tray is not shown). Tray travels to top of shaft and crosses over still in horizontal position, then descends in adjoining shaft. Package is picked up automatically by the adjustable finger bar, which has been placed into position on either "B", "C", or "D" decks, according to pre-determined storage location. The package continues to move from the adjustable finger bar onto a roller conveyor, which is arranged in sections to reach the particular part of the hold being loaded. In unloading, the procedure is reversed. The elevator travels in the opposite direction, picking up packages flowing from gravity conveyors onto the adjustable finger bars now placed in horizontal position. Packages are taken to "A" deck by elevator and are removed onto the "A" deck conveyor by a tilted finger bar installed on "A" deck for unloading only. This adjustable finger bar is hung flush to the elevator tray shaft when the ship is being loaded.

AD FOR ECONOMY

New conveyor installations cut cost of marine handling

ernization of marine handling through the installation of conveyor systems can be applied to package vessels and combination craft as well as to bulk-carriers. As a case in point they cite the raising and refitting of a scuttled German ship in Brazilian waters some years ago. It was found that the companionways were so narrow that in order to bring ship's stores down to the refrigerated-storage space, some type of handling equipment had to be installed. A conveyor system was put in which was able to stock the ship with high efficiency. When not in use, the conveyors were folded out of the way.

There has long been a crying need to reduce what Mr. Von Thaden aptly describes as "the towering costs of cargo-handling" in marine shipping. It is a need which has too long been unattended. If it is true that conveyors are developing sea legs — and the three installations reported below are strong indication that they are — one long step will have been taken to solve a problem which has plagued the shipping fraternity for too many years.

Boxed-Cargo Handling

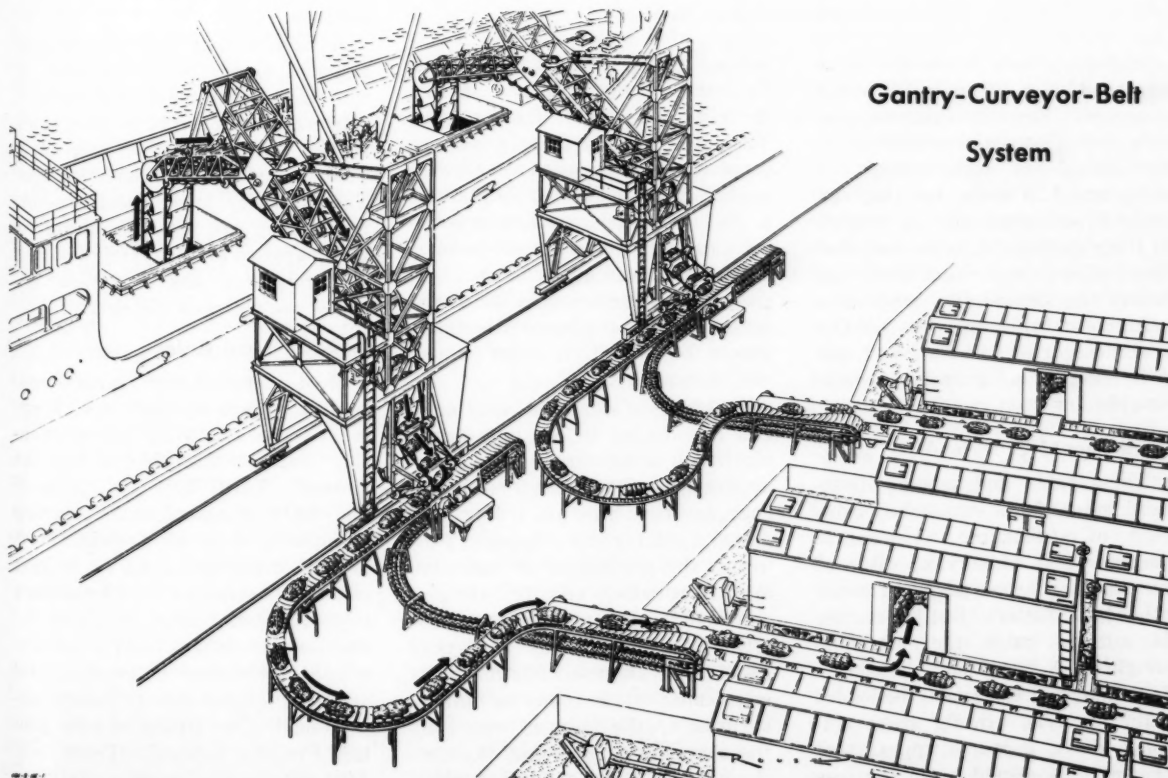
A possible answer to both the high costs and the excessive time in port resulting from the handling

of boxed cargo seems close at hand. A mechanical handling system incorporating built-in tray elevators and portable gravity roller conveyors is being installed in three combination vessels now under construction for the American President Lines. The installation is being made by the Robins Engineering Division of Hewitt-Robins, Inc. This is the first time that such a system has been made a permanent, structural part of a ship.

The vessels will carry three types of cargo: refrigerated, general, and liquid bulk. Portable gravity roller conveyors will move boxed cargo through the "A" level load-

(Continued on page 36)

Sketch representative of present United Fruit installations at San Francisco, Seattle, and New Orleans, and installation projected for Weehawken. Fabric pocket-type elevators combine with an ingenious curvable conveyor to eliminate almost all manual handling in moving bananas direct from ship's hold to waiting rail car or highway trailer. Transfer of bananas from one piece of equipment to another is almost automatic. However, attendants stationed at each transfer point can stop all conveyors simultaneously with flick of foot switch.



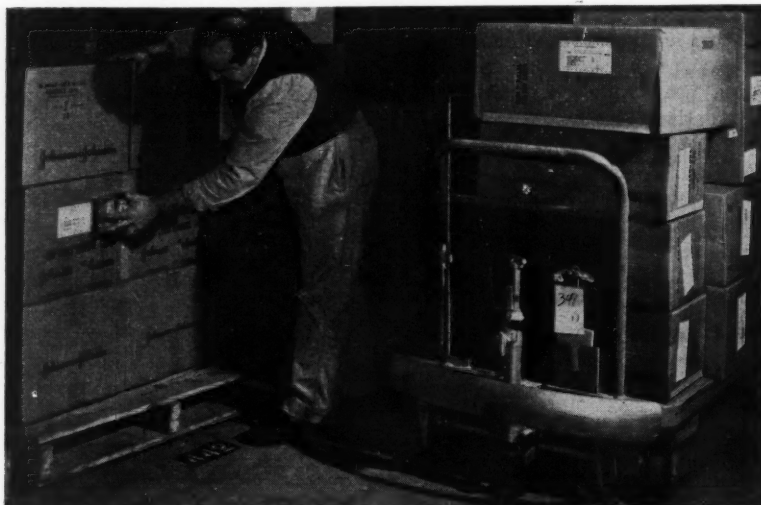
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ONE traffic manager who more than pays his way is Ernest F. Leger, general traffic manager of Johnson & Johnson, "the world's largest surgical-dressings-manufacturing firm." Mr. Leger has invented three diverse pieces of equipment now in use at his company's new shipping center in

New Brunswick, N. J. They are a four-wheel drag-line truck, a hand-operated label applicator, and a motor-driven loading-height adjuster. Partly as a result of this traffic manager's application to materials-handling problems, "no employee will ever have to carry or lift a carton more than

Label applicator and drag-line truck invented by general t.m. of Johnson & Johnson



WHAT IS A TRUCKLOAD?

(Continued from page 16)

At today's costs, it would take no less than 27.4 c. per mile to pay expenses. Even the highest per-mile rate shown above, 30.5 c., is not considered high enough by many motor carriers, and they can make a very good case in support of their opinion. It is too bad that they failed to make that good case before the Commission when this matter was being investigated. The revenue figures of 15.2 to 24.4 c. per mile must be recognized as unreasonably low.

What Should Truckload Be?

These rates and ratings disregard most of the established principles of rate-making. They fail to consider cost of service, value of service, ability to pay, and many other basic factors. But the answer is not to raise the minimum weights. A "truckload" should be just what can reasonably be loaded into a vehicle. In the cases outlined above, it would appear that the increase should be in the pre-

scribed rating, in order to increase the total revenue without changing the minimum weight. On the other hand, the shipper should not be penalized unjustly when the carrier sends him a smaller vehicle than he needs. The carrier who owns large vehicles only, would appear to have an unfair advantage over the carrier whose vehicles are in the smaller groups. The minimum weights should be varied to cover actual vehicle capacity.

A shipper of light and bulky articles is engaged in constant argument with motor carriers. To avoid application of truckload minimum charges, two bills of lading are issued, splitting the shipment. This avoids the application of capacity-load rules which require rating a shipment weighing less than the truckload minimum as a "truckload" if the shipment fills the trailer to capacity. It comes as quite a surprise to the shipper who split the shipment to find that the consignee has been presented with

T. M. Turns

four feet" at the shipping center.

Mr. Leger's drag-line truck, which has been dubbed a "Fido," is the basic materials handling unit in an order-selection operation spreading over a footage which could accommodate four regulation football fields. Manufactured for J&J by Standard Pressed Steel Co., Jenkintown, Pa., under Mr. Leger's patent, the trucks operate in conjunction with a chain-in-floor system installed to J&J's specifications by Jervis B. Webb Co., Detroit.

In order-selection, assemblers precede the trucks through aisles in which some 500 different items are stored on pallets. The company reports that an order calling for hundreds of items can be assembled and shipped within a few hours, whereas previously several days may have been re-

freight bills for charges on two capacity loads. And this actually happens.

A carrier may tell his friend, shipper A, of the advantages of splitting the shipment. But he isn't a friend of shipper B, so he doesn't bother to explain the procedure. That constitutes discrimination. The "capacity load" rules are unfair. They are not and cannot be justly applied or adequately policed. Preference or discrimination becomes the whim of the carrier.

Capacity-Load Rules

Most motor carrier tariffs now contain a capacity-load rule, similar to the following taken from the Central States Motor Freight Bureau's Tariff 205C: "... each and every standard truck bearing a capacity load of freight, such freight constituting all or a part of a single shipment, will be subject to a minimum charge based on actual weight or *truckload minimum weight*, whichever is greater, and at the truckload rate or rating applicable." The Middlewestern Motor Freight Bureau's Tariff No. 1491 substitutes "volume minimum

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AGE

Inventor

quired. One feature of Mr. Leger's "Fido" is a safety device which brings the truck to a halt if it strikes an obstacle and sets it in motion again after the way has been cleared. Thus if an employee chances to be standing on the track in the path of an oncoming truck, he will escape injury.

Mr. Leger's materials-handling-mindedness does not stop at intraplant movement; it extends right out to the loading dock where the shipments are loaded into highway carriers for delivery. His loading-height adjuster, manufactured by Beacon Experimental & Engineering Co., St. Louis, is a five-foot-square, stock-steel unit which can be positioned for truck-loading in 10 seconds. The board moves seven inches up and down, and in addition has a forward-backward movement of seven

inches. A result of the latter feature is that the highway carrier can be positioned with less than the normally required exactitude and loading can still proceed with full safety and efficiency. If the truck sags during loading, the adjuster automatically adjusts itself.

The third of Mr. Leger's innovations, a pre-printed-label applicator, is said to be 12 times faster than stenciling. A tab attached to its side lists by number of stockpile the quantity of cases to be assembled in a given order. Standard Register Co., Dayton, Ohio, is making it.

Mr. Leger's motor-driven loading-height adjuster can be positioned in 10 seconds



weight" for the italicized words, thus automatically excluding from its application all articles subject to "truckload" minimum weights.

There are several ways to avoid the application of these rules. The rule says "all or part of a single shipment," so it will not apply when there is another shipment on the same truck, no matter how small that other shipment is. Thus, if the shipment fills a truck, but would be cheaper if moved at the less-than-truckload rate, make it two shipments. Just make out a second bill of lading for a small part of the shipment, and the capacity-load rule is defeated.

Using the Chicago to New York rates which became effective March 31, let us see how this capacity-load rule is defeated. A manufacturer of a special machine packages his product in boxes which measure 40 in. wide by 58 in. long by 48 in. high. These boxes weigh approximately 1,000 lbs. each. Ten such boxes will cover the floor of a 24-ft. trailer. They could not be loaded one upon the other in a closed trailer because of their height. Under the capacity-load rule, charges

would be assessed on the basis of 20,000 lbs. at \$1.33 per cwt. The carrier would collect \$266 (plus tax). If two bills of lading were used, one for nine boxes, the other for one box, we find that the l.t.l. charges would be:

First shipment 9,000 lbs @ \$2.26	\$203.40
Second shipment 1,000 lbs @ 2.46	24.60
The carrier collects	\$228.00

This produces a saving of \$38 if compared with the truckload cost of \$266. Using two shipments of 5,000 lbs. each to avoid the 20-c. differential rate on small shipments, the total charge would be \$226, an additional saving of two dollars—or \$40 less than the truckload minimum.

There is another way in which this rule can be defeated in the case of such packages as 1,000-lb. boxes. Just add another article—a small package—to the bill of lading. It can be a box of advertising matter or a package of parts—anything, so long as it is small. Since there was room for many such small packages on the trailer with the 10 boxes of machines, it is no longer a "capacity load."

The trucker may ask, "Is it fair

to use the capacity of the vehicle and pay less than the truckload charge?" Actually, it is: If the two shipments of five boxes each were for two different consignees located across the street from each other, or across the city, the lower charge would apply.

What is the remedy? Is it not in the full application and expansion of Rule 34? Most carriers identify their vehicles with a number. If this identification number were to be prefixed with a letter, intended to show its capacity under this rule, many of the difficulties would be surmounted. All over the United States, a vehicle number prefixed with "D" would indicate that the vehicle was a trailer 24 ft. long, with a capacity of 1,200 cu. ft. Symbols from A to E would indicate length and capacity. The National Motor Freight Classification Committee has already announced that many more commodities will be given ratings in connection with the weight brackets of Rule 34. If they would also publish their method of determining the applicable weight brackets for each commodity, a solution would be near.



What do the Truman Plans Mean?

They have been given many interpretations—and just as many misinterpretations.

BY DR. JOHN H. FREDERICK

Aircargo Consultant

EARLY in March, President Truman sent to Congress a number of plans for the reorganization of transportation regulation. These plans are not without effect on the ICC and the CAB, but their major immediate significance lies in the fact that they sound the death knell for the Maritime Commission. On the face of it, the plans seem reasonable enough. However, they have had a varying reception, having been acclaimed by some and misinterpreted by many.

If the President's plans become final they will:

1. Vest greater power in the chairmen of the ICC and the CAB. The chairman of the ICC will now be designated by the President (as is already the case with the chairman of the CAB), and they will be solely responsible for the day-to-day administrative activities of their respective agencies.

2. Abolish the Maritime Commission, transferring its functions to the Department of Commerce, where it is reconstituted in a Federal Maritime Board and a Maritime Administrator.

3. Provide a new official in the Department of Commerce—an Undersecretary for Transportation.

These plans are acclaimed by some as being in accord with the recommendations of the Hoover Commission. But careful study of

the proposals shows that this is only partially correct. Actually, they go beyond anything recommended by the Hoover Commission and in fact alter not only the letter of that group's recommendations, but the spirit as well.

Reversal of Usual Practice

The law under which the Hoover Commission made its study and under which the President has proposed his reorganization plans, gives the President the authority to reorganize the government's administrative set-up and makes such reorganization effective sixty days after submission of the plans to Congress unless one of the two houses disapproves of them within that time. Thus in this instance the President takes the initiative and Congress holds the veto power. Since this is a reversal of the ordinary legislative practice, the Hoover Commission very carefully refrained from recommendations that would involve a change in any function of government carried out under existing law. In other words, it did not propose essential legislation under the guise of administrative reorganization.

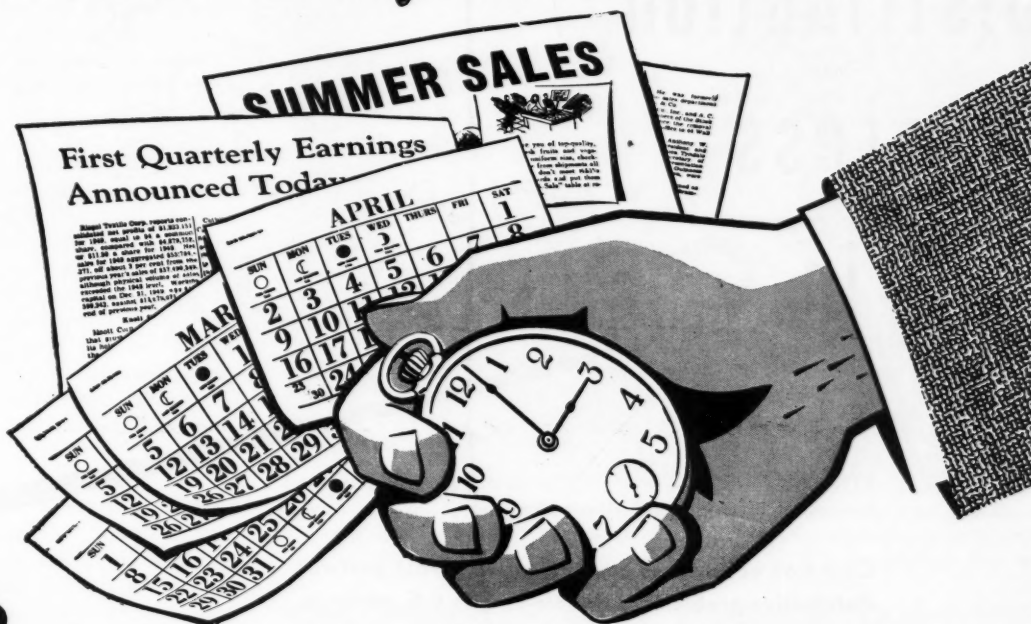
The President's plans for the Maritime Commission go beyond simple reorganization. The Commission is abolished. Replacing it is a three-man Maritime Board in

the Department of Commerce to handle regulatory and subsidy functions. With respect to ship construction and operating-subsidy determination, this board would be subject to policy guidance from the Secretary of Commerce; but its decisions, once made, would be conclusive. To carry out the other duties heretofore performed by the Maritime Commission—the administration of subsidies and the management of the government-owned merchant fleet, for example—the plan would establish a separate Maritime Administrator in the Department of Commerce—separate, that is, except for the fact that the chairman of the Maritime Board would serve also as Maritime Administrator. It will be seen from the above that the plan changes the Maritime Commission from an independent agency to an appendage of the Commerce Department. It is true that the Hoover Commission recommended that the functions of the Maritime Commission be split and that they be placed under the Commerce Department; but the regulatory powers of the Commission over shipping were to remain independent. Only the service functions were to be transferred to Commerce.

The Truman plan means that the regulatory powers of the Maritime Commission would no longer be

(Continued on page 88)

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From	To	Flight time	Typical Commodity rates per 100 lbs.
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ATLANTA	MIAMI	2 hr. 59 min.	4.84

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Nothing faster ...
nothing more dependable



Distribution Progress in CANADA



BY D. A. C. MCGILL
Managing Editor, *Storage & Distribution*

Canadian editor sees country meeting vast postwar distribution problems, notes tie-in with U.S. methods.

ALMOST everything in Canada is a faithful reflection of its counterpart in the United States. In no phase of the national life is this more true than in distribution. Methods of transportation, warehousing, selling, advertising, and merchandising are based on the American model and carefully adapted to Canada's local conditions.

It is almost five years since World War II ended, and nearly four years since *DISTRIBUTION AGE* embarked on its present, integrated editorial policy. Both events are significant in Canada.

The war pushed Canadian industrial development ahead much faster than even the most optimistic prewar prophet had thought possible. In the immediate postwar period, consequently, Canadians faced the problem of converting a fully equipped industrial plant to the production of consumer goods.

As it turned out, the problem of conversion soon became one of distribution. In dealing with it, Canadians found themselves on familiar ground. With a country slightly larger in area than the continental U. S., and with only one-tenth the

population, they had grown quite accustomed to transporting and marketing across huge distances.

Distribution in postwar Canada was different, however. It demanded more actual skill than before the war, when two transcontinental railroads carried eastern manufactured goods west and western raw materials east. Embryonic manufacturing centers had now appeared in the Prairie Provinces and on the Pacific Coast. Large-scale population movements were under way. And added to these basic changes was the challenge of ever-rising costs. As the postwar years wore on and a buyer's market slowly returned, this challenge became steadily more urgent, forcing sales and traffic managers to improve their methods of distribution.

In many instances the efforts toward improvement have met with success. Undoubtedly, *DISTRIBUTION AGE* has helped those engaged in Canada's distribution activities to form a unified, coherent idea of their task. Now would be an opportune time to review in terms of the various phases of distribution, the accomplishments, the shortcomings, and the obstacles.

Materials Handling: The promotion of efficient handling methods

which began in the United States during the war attracted immediate attention in Canada. Most U. S. manufacturers had Canadian subsidiaries or distributors who were exposed to the campaign for handling efficiency being conducted south of the border.

Among the first to streamline their handling methods in Canada were the big producers of packaged foodstuffs. They were followed by the large grocery chain stores in eastern Canada. The handling revolution is now to be found everywhere—in the west coast lumber yards, in breweries and distilleries, at airports, and, of course, in public warehouses.

Encouraging progress has been made toward palletizing railroad shipments. Several successful experiments have been conducted on the lines between Ontario and Manitoba north of the Great Lakes. The railroads have already granted a 10th class rating on empty pallets, which is slightly better than half the fourth class rating on U. S. roads. In spite of this concession, however, it will be some years before palletized shipments become general on Canadian railroads.

The one weak point in the handling situation seems to be in the

Based on a talk Mr. McGill gave before a group of Canadian business men.

larger railroad freight terminals. In few of them has an organized effort been made to cut handling costs and inconvenience through mechanization and systemization.

Transportation: In Canada, transportation is synonymous with railroads—which means the two transcontinental lines: the privately owned Canadian Pacific and the government-owned Canadian National. These systems are virtually the substructure of the Canadian economy, and they are rapidly renewing and expanding their freight-carrying facilities. In the last five years they have been granted two rate increases “across the board” aggregating close to 40 percent, an aggregate much less than that granted U. S. roads in the same period.

The Canadian railroads are anticipating serious competition from highway carriers. In self-defense the Canadian Pacific has already acquired some 1,300 miles of competitive truck routes in the western provinces, a stratagem which has earned it the lasting enmity of the organized truckers. All the same, the truckers have every intention of intensifying their competition with the railroads. Up to now, operators have had to restrict their routes either to the east or to the west, since there is no through highway from eastern to western Canada. During the last two years, however, the federal and provincial governments have been talking as though a trans-Canada highway is to be an early prospect. If this road does materialize, the for-hire truckers will be able to expand their operations as never before, with perhaps serious consequences for the railroads.

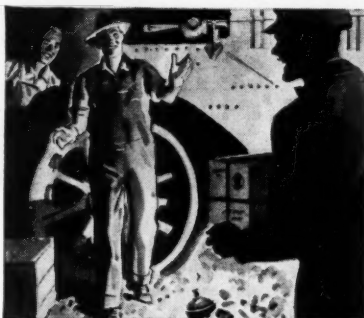
A cross-country highway will bring up the question of regulating interprovincial truck traffic. Under normal circumstances, it would be natural to expect the formation of a Canadian ICC to regulate all carriers operating across provincial boundaries. But the truckers have taken a determined stand against such an arrangement. They contend that since the federal government owns and operates one of the two transcontinental railroads, it would be incapable of setting up an impartial regulatory agency.

(Continued on page 40)

Contractor saves penalty of \$500 — by investing \$3.84 in Air Express



Time clause in housing project paving contract stood good chance of being invoked when equipment broke down at 5 P.M. So 10-lb. carton of replacement parts was Air Expressed from 1200 miles away. Delivered in just 8 hours. The Air Express charge was only \$3.84—and contractor completed job on time.



\$3.84 is small indeed, since it covers door-to-door service. Anytime delivery, 7 days a week. Makes the world's fastest shipping service the most convenient.



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IT'S IN THE CARDS

This warehouse was sick of getting bills out two weeks late. Now its keeping tabs on costs—but literally.

BY M. J. FLETCHER

*Secretary and Operating Executive,
Lee Terminal & Warehouse Corporation,
Tampa, Fla.*

BY combining our stock-control file and our billing-information file in a special simplified arrangement of pre-printed card forms, signal tabs and a pair of filing pockets, our warehouse has materially cut costs and office routines, improved customer relations, and permitted closer stock control and prompter invoicing.

Lee Terminal's president, H. W. Hudson, ordered the new system installed something over a year ago, primarily because our billings were getting to customers 10 days to two weeks late, as a result of which there was always considerable controversy as to balances on hand in the warehouse.

Then, too, we found that in pre-paying freight charges—as in many such operations—the small fee collected for this service hardly compensated for the headaches involved in setting up and maintaining the controls under our old system. Moreover, there seemed to be very little that could be done about it. When we changed the stock-control and billing-information file, however, we found we could also cut the time required to handle freight charges.

More Cards and Less Work

Under the old system we kept the stock-control records on large cards filed vertically and by com-

modity. The old card form could handle up to 10 different lot numbers. By increasing the number of initial operations—there are now separate forms used for each lot number—we have made all other control operations from that point on, faster and less costly.

Known as SUIAP (Simplified Unit Invoice Accounting Plan), the new system, installed with the aid of Remington Rand management control specialists, is a combination of Kardex visible-index cards filed horizontally on pull-out panels, Graph-A-Matic varicolored celluloid signals, and a Kolect-A-Matic tray-and-pocket arrangement for housing freight bills and other documents or memoranda pending preparation of invoices. The Kardex forms serve as the basic units of the system.

Because of the graphic signaling and visible-index margin with its one-to-31 scale, we are now able to divide our billing opera-

tions into five periods each month. We use five different colors for the signals, which means that the billing clerk simply wheels her typewriter to the Safe-Kardex files, pulls out the panels, and selects only those records which carry the green, purple, tan or whatever color-signal she knows represents the current billing period (see Fig. 1). This means she can concern herself with a minimum number of operations, checking only those records which show at a glance that they apply to the current period.

Clerical Work Cut Further

Wherever possible, the design of the new card forms takes into consideration steps that will save on clerical work, increase speed, and simplify management review of the records. As an example, the "in-out-balance" stock-control card is printed with two one-to-12 scales at the top, and when bills



Fig. 1. (above) Dark tabs on the cards at the billing clerk's left tell her which accounts require attention.



Fig. 2. (left) Preparing freight-charges invoices is simplified by colored signal tab on cards.

are completed the appropriate month is circled.

This card provides two sections for noting dates, ticket numbers "rec'd," "ded'd," "balance" and "delivered to" information. It is used to keep in-out-balance records on items (tooth paste, for example) which are being stored by a manufacturer or major distributor and from which part lots may be delivered to customers. At the bottom of the card, in addition to the one-to-31 scale, there are spaces for noting the lot number, commodity and present owner.

Another five-by-eight card is used to keep the stock-and-warehouse-receipt-information records on warehoused items which do not carry weight or serial numbers. All information on the warehouse receipt is transferred to this card, and in addition there is a ruled-off box for noting billing dates, amount, and invoice number. The right half of this card is for in-out-balance and other stock control information.

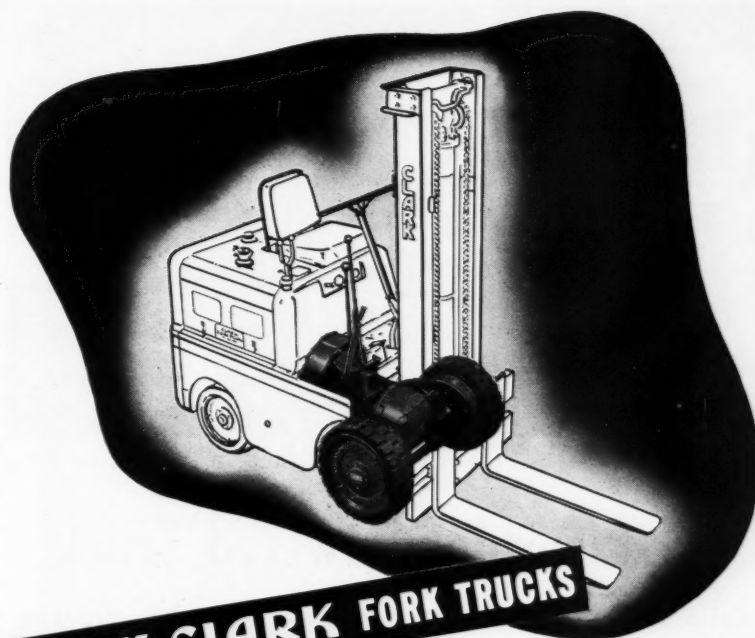
A nine-by-eight is used for items carrying weight or serial numbers, such as refrigerators, sweepers, rope, etc. On this form all items are listed separately on the right side of the card, and when they are disbursed the fact of their disbursement is noted in the blank "check" column by inserting a disbursement number.

Our warehouse now knows at all times just where it stands in the matter of money paid out for freight charges on behalf of clients. Under our old procedures, we filed the freight charges by carrier and then by customer. This meant that charges for one customer could be under a half-dozen different carriers.

Now the charges go into a Kolect-A-Matic pocket, and the signal tab is set. The color and position of the tab on the one-to-31 scale serve as a signal to the billing clerk (See Fig. 2).

(Continued on page 82)

"KEYS TO ELECTRI-CONOMY," the only available motion picture on the profit aspects of electric typewriting, will shortly be ready for distribution to users of office typewriters. Remington Rand, the film's producer, has announced. The 27-minute visual aid utilizes the story-form to dramatize the economies, the efficiency, and the good employee relations resulting from the use of electric typewriters.



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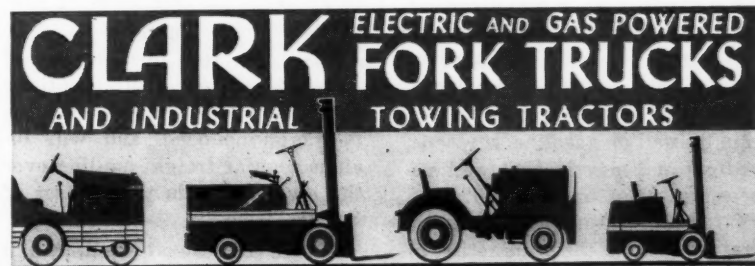
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AXLES made by
CLARK and used
for years in
transportation
equipment**

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Identical trucks powered by gas turbine (left) and diesel power plant of similar rating.

First Turbine-Powered Truck

Boeing "jet" seen providing increased payload for truckers

THE world's first turbine-powered truck has successfully undergone preliminary road tests, according to Boeing Aircraft Co., Seattle, makers of the 175-h.p. experimental turbine power plant which together with a 10-ton chassis manufactured by Kenworth Motor Truck Corp., also of Seattle, comprised the test vehicle.

The Boeing turbine, known as Model 502, is stated to weigh at least 2,500 lbs. less than conventional engine installations of equal power, and therefore to provide greatly increased revenue-producing payload for truck operators. This weight reduction, combined with the fact that the turbine occupies only 13 percent of the space normally taken by a 200-h.p. gasoline or diesel engine, will make possible certain changes in truck design, such as improved accessibility, it was pointed out.

The turbine is reported to run equally well on gasoline, kerosene, or light or heavy fuel oil, and has been test run on "bottled" gas. Features of interest to truck operators include the elimination of a cooling system and of much gear shifting, the ability to start and immediately develop full power "without the warm-up period common to piston-type engines," and the "impossibility of stalling the engine."

The Boeing turbine, which is

under development for the U. S. Navy Bureau of Ships, is said to be much simpler in construction than the conventional automotive engine. Although it is a near-sister of the high-speed airplane jet engine, it was pointed out by Boeing engineers that in the 502 the tremendous power developed is harnessed effectively by a secondary turbine to turn a shaft rather than being exhausted as jet thrust. The unit operates on the same principle as the ship steam-turbine, but uses exhaust gases in place of steam to turn the turbine shaft and generate power.

The 502 has been under development in Seattle since 1943, when Boeing started an extensive research project into problems connected with this form of propulsion.

Tests on the Boeing-powered Kenworth truck will continue throughout the next few months, it was announced, and will include regular freight-hauling over the high mountain passes east of Seattle.

"Much additional testing and proving have yet to be completed," William M. Allen, Boeing president, commented. "This marks the start of a comprehensive program of service testing, but it should be emphasized that the turbine is not yet ready for production for the general market."

ROLL AND LOAD

(Continued from page 27)

ing port on dock side to the permanent tray-elevator system. Packages will be taken off the trays by intermeshing fingers which will slide them onto another portable gravity roller conveyor and into storage. For unloading, the system will be operated in reverse.

An operator on the loading deck will control the elevators, which will be operated by five-h.p. motors with brakes. The elevators will also be controlled at cargo decks by pushbuttons.

Ship to Shore

Banana-handling sounds prosaic, but it has recently given rise to a unique unloading system.

Developed by United Fruit Co.'s Webb Kingsbury, superintendent of mechanical cargo - handling equipment, with an assist from Tipp Mfg. Co., Tipp City, Ohio, the system consists of (1) a gantry loader which dips over from the dock into the hold of the ship, (2) a "curveyor," and (3) a belt conveyor. The gantry loader brings the bananas up in fabric pockets which open up at the dock level. Here, the stems roll onto the curveyor, which consists of slightly U-shaped sections about a foot square. The sections are rubber-covered and are joined by a cable. The curveyor carries the stems over bumps and around obstacles and finally dumps the fruit on a standard belt conveyor running alongside a railroad track. Actual speed of the system is upwards of 1,000 stems per hour.

A Link - Belt motor operates through a Cone-Drive speed reducer to drive the curveyor. The entire system can be stopped by a switch controlled by employees at each transfer point. The system is now in use at San Francisco, Seattle and New Orleans. A fourth installation, slightly different from the others, is being planned for Weehawken, N. J.

The Weehawken development will involve the New York Central and city authorities. The Central

(Continued on page 58)

MHI MEETING

(Continued from page 19)

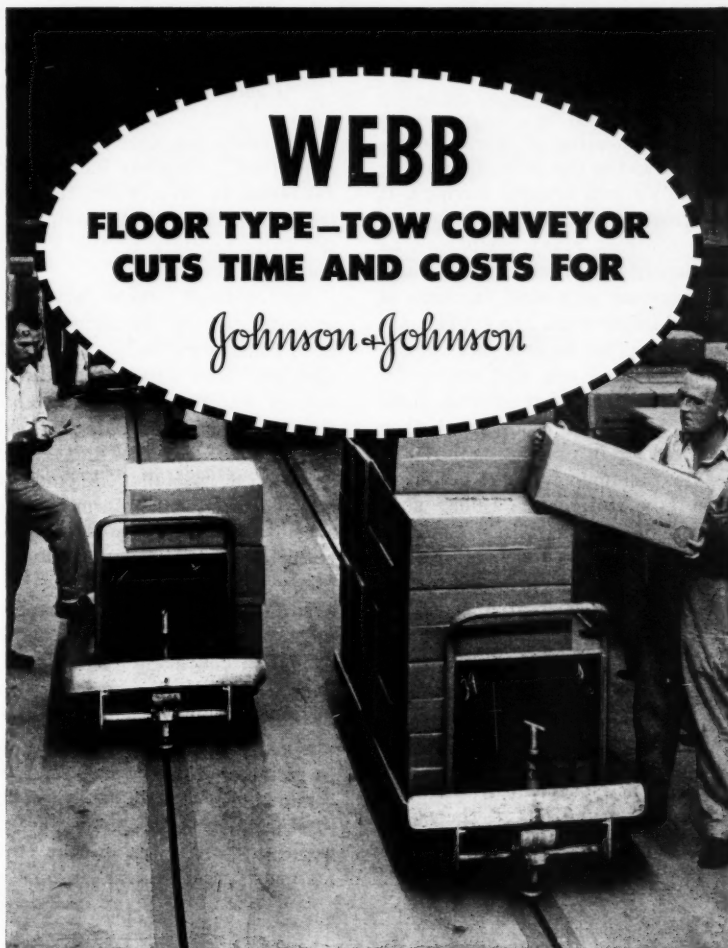
a guide to current economic trends. The form consists of a listing of such components as industrial production by type of industry; employment; loads; failures; and price-trend indicators by basic commodity. There were blank columns for "latest report," "last month," "net change" and "forecast."

The speaker was of the opinion that the materials handling industry is creating more worthwhile news than emerges at present in the nation's press and that there is a vast and growing audience for such information, with at least 500,000 engineers, contractors and others in industry eager to know the materials handling story, plus another group running to several million and including bankers, controllers, and farmers.

Business Trends Discussed

J. H. W. Conklin, president of the MHI, and R. Kennedy Hanson, secretary-treasurer, led a round-table discussion on business trends, in which the latter predicted that government buying would be greater in 1950 than in 1949. This buying, plus ECA expenditures in Europe, would help the materials handling industry, he felt. On the other hand, Mr. Hanson believed that prices for industrial domestic products would soon level off, that the present picture was spotty, and that costs would be the determining factor in domestic industrial buying. He was somewhat pessimistic about foreign trade. With respect to exports, the only sizeable demand for materials handling equipment would be in South America, he thought.

The consensus among members in attendance was that the first quarter of 1950 would be about on a level with the first quarter of 1949, but that the next two quarters would run well above the same quarters of last year. Almost no one would predict what the fourth quarter would bring.



Another Example of Webb Engineering and Ingenuity

... "we are proud of our new Shipping Center at New Brunswick, N. J. . . . particularly the 'Towveyor' installation."

The Webb Towveyor, a new type of chain conveyor which runs in a narrow slot below the floor, permits the use of ordinary 2- or 4-wheel hand trucks. A simple, quick-hitch tow pin engages the truck to the moving chain. It is instantly disconnected at station stops. Flush-type floor track permits smooth trucking.

The Webb Towveyor at the Johnson & Johnson Shipping Center eliminates $\frac{4}{5}$ ths the manual effort formerly required to fill and ship the daily (8500) orders. Previously 4 men walked a total of one mile assembling an average order—this time, plus the paper work, ranged from $1\frac{1}{2}$ to 5 days per order. Today, with the flexible Webb Towveyor in operation, the average time to fill and ship an order is only 4 hours.

This example of Webb engineering is typical and indicates some of the advantages to be gained by inviting Webb consultation on material handling problems. This service implies no obligation.

Descriptive literature of Webb conveyors for specific purposes will be mailed on request.



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MANUFACTURERS OF OVERHEAD AND FLOOR TYPE CONVEYORS

THE TRAFFIC MANAGER

(Continued from page 15)

orders, to loading of trucks, to inventory and to the utilization of the company's own trucks. Savings, it is estimated, will be "immense."

By contrast, many companies, as previously indicated, look on traffic management as a staff function of limited importance. The traffic managers too often become jacks-of-all-trades, do odd jobs and are at the beck and call of other officials. Some traffic managers report that they have to help in production, buy and sell in the import-export trade, or even buy stationery. Under such conditions, there is little time for planning or for exploration and analysis. And there is little time for the type of distribution coordination prevailing in a certain large steel firm, whose methods could certainly be applied to smaller enterprises.

Each plant of this steel company has a committee to discuss and help improve the movement of commodities through and out of the plant. The heads of each plant committee make up a top committee, with the general traffic manager as chairman. The commodity flow achieved by this manager is renowned. He feels that his function, as distribution coordinator, cannot be relegated to sales or anyone else, and that the same approach can and should be taken in other companies, large or small, without regard to the kinds of commodities shipped.

Staff Organizations

The traffic staffs of smaller companies too often consist either of a few specialists with largely independent functions; a traffic manager with an assistant who does little but check rates or follow up shipments; or a traffic manager who does everything.

For example, there is the traffic manager of a chemical company specializing in paint ingredients, who handles nothing but the company's rising import-export business—his assistant does all the other traffic work. Both are highly dissatisfied, feeling that their abilities and training are wasted or distorted to the immediate needs of the company.

The traffic manager of a medium-sized textile company handles local deliveries in New York, the other traffic functions being assigned to the shipping-clerk of the Virginia plant.

By contrast, there are many small-to-medium concerns with a good basic organization: the traffic manager who supervises, the assistant who does rate work, and a third who handles domestic shipments. In the case of imports and exports, a specialist is employed. This is close to the minimum necessary for a properly functioning traffic staff or department. The other ingredient, of course, is a strong line of authority to the executive vice president or another top official in charge.

Vicious Circle

Some companies are too limited in volume, output, or variety of commodities—with a consequent limitation on classification and rate work—to justify a full-time traffic manager, according to top management. The "part-time" traffic managers involved differ on this, quite naturally. The truth is, top management frequently has no conception of what real traffic work is and as a result sets in motion a vicious circle which can only cause the organization's traffic "system" to de-

teriorate further. The circle may run something like this:

The traffic manager works on traffic problems part of the time and on matters closer to top management—production, orders, etc.—the rest of the time. Because he is unable to devote his full time to traffic, he must initiate damaging short cuts in his traffic work, and as a result of this the work suffers. He finds it difficult even to keep his short-cut-system functioning properly, and of course long-range planning, over-all coordination of distribution, and projections of sales to help commodity flow are beyond possibility.

It is at this point that the circle becomes vicious. Because the traffic manager has so little to offer top management, top management feels even more strongly than before that traffic work should in large part be subservient to other company functions. And of course this sort of management thinking leads to the further conclusion that if the traffic manager can spend so much of his time on affairs outside of traffic and still manage to perform his traffic duties, there is certainly no need to increase the size of the traffic "department" by giving its "manager" an assistant or two. Obviously, management is failing to realize that the only reason the t.m. has been able to keep his fingers in so many pies is that he has adopted short cuts in his traffic work—short cuts which are seriously impairing the company's traffic work.

The t.m. of a rather small chemical house uses a Cardex system, each card carrying the following: the name of a carrier going to a point to which the company ships, the rates applying to each of the classifications into which the company's products fall, breakpoints, and the dates of rate changes. This manager claims that he can tell at a glance whether a freight bill is correct or not, often without consulting his card files. When a bill appears incorrect, he contacts the carrier for redress or for the date of the rate increase. If a rate increase was responsible for the high

Carload Tracing Record used by Sterling Drug to check freight shipments.

CARLOAD TRACING RECORD				
Date				
Car No.	Date Shipped			
Commodity				
Shipper				
Origin	Carrier			
Consignee				
Destination				
RECORD OF MOVEMENT				
DELIVERED TO (Insert No.)	TIME Hour	DAY	JUNCTION	SOURCE OF INFORMATION
ARRIVED AT DESTINATION				
Requested by		Handled by		
Date Completed				

charges, he enters the date and the percent of increase on the cards. This system leaves many loopholes for error, but the traffic manager can do little about it as he is not allowed a staff to assist him.

Many traffic managers use this or a similar method, but with greater room for detail and usually only as part of an over-all traffic system. Properly functioning traffic departments not only employ short cuts but consider classification, commodity rates, stop rates and arbitraries, exceptions, and forwarder scales. These considerations require care and investigation; and, while they may consume time and require a few staff members, they pay in the end.

Because of limited staffs, many traffic managers are forced to rely heavily on audit bureaus to catch overpayments and other errors. Without pre-auditing, top management will often be pleased to find heavy recoveries at the end of the year. This is but one more way in which a limitation on the traffic staff plays into top management's fallacious thinking: Heavy recoveries appear to justify the use

of auditing without preauditing!

Instead of relying on such bureaus, more favorably placed traffic managers use them only for bills involving local delivery; they audit long-haul bills themselves. Others use the bureaus as final checks, after their own pre-audits have squeezed out most of the cream and left little for fifty-fifty sharing.

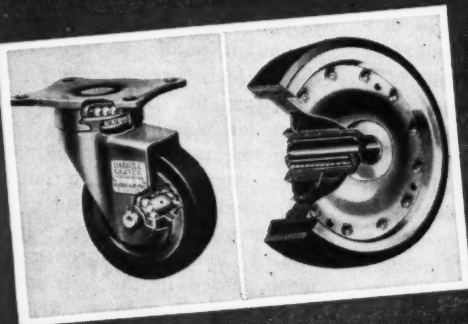
What is needed is a full program for traffic management. The assistant traffic manager of a small chemical company could show on the basis of bills that in three months he effected savings which exceeded his salary several times over. He did it by using water carriers on certain transcontinental shipments that could take a longer time; by getting some of the regional representatives to stock heavier on given items and accept less frequent delivery, with lower transportation costs more than making up for additional warehouse costs; by utilizing stop-offs far more frequently; and by giving sales representatives carefully timed shipments. This is scarcely possible for an one-man traffic department, unless its com-

pany has one product and exceptionally simple distribution.

Not all savings brought about by the traffic department can so easily be demonstrated. When top management relies on the books for the complete story, it forgets that good traffic housekeeping builds up sales volume; that production moves more steadily and with greater economy; that indirect-cost areas such as packaging also benefit; and that choice of materials handling and highway equipment may reflect the sound advice of traffic men.

A competent traffic manager with broad interests can prove that the savings which can be demonstrated in transportation and warehousing are equalled by *invisible* savings elsewhere. To better gauge these concealed savings, the traffic manager can submit memos showing economies, or documentary evidence of better plant operations or customer satisfaction. One way is to mail postcards with returnable stubs, requesting information on how shipments are being received: "Your shipment of . . . Your order No. . . . Our Order No. . . . Was

(Continued on page 51)



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ability...Made to give an
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factory service

DISTRIBUTION PROGRESS IN CANADA

(Continued from page 33)

In their opinion, a far more equitable arrangement would be to leave rail and water regulation to the Board of Transport Commissioners (as at present) and to leave highway regulation with the provinces. The several provincial regulating bodies would then work out reciprocal agreements to facilitate the movement of interprovincial truck traffic.

The aircargo situation has not yet reached proportions that make it a strong competitive factor. The service recently inaugurated by Trans-Canada Air Lines (owned by the federal government) still lacks adequate traffic. Although T-CA's rate structure is lower than on many U. S. lines and its service, equipment and personnel are excellent, it has not yet attracted the steady, year-round, bulk traffic that pays.

It would seem that great opportunities exist for some manufacturers to use aircargo in the distribution of their products. For example, at a time when it is worrying about the condition of its traditional overseas markets, the west-coast fishing industry might do much more with aircargo to promote sale of its fresh product in the Prairie Provinces and in eastern Canada.

Packing-Packaging and Industrial Design: In the past, Canadians have depended on the U. S. for most of their consumer goods and geared their own production to the output of capital goods for the export market. As a consequence, they had few equals in export packing but were quite inexperienced in consumer or retail packaging. Having now a flourishing postwar industry, they are beginning to feel the latter deficiency. Ingenious packaging ideas and methods, devised with a view to increased sales, are badly needed; it will be some time before most manufacturers follow the American lead in recognizing package engineering and designing as a profession.

The deficiency is greatest in the pre-packaging of fresh fruits and vegetables. These products are still

distributed in bulk direct to retail outlets, even though most consumers purchase them in small quantities. To what extent grade or quality is maintained under these conditions is a moot point. At least one grower has tried packaging apples in attractive cartons holding two dozen of the fancy grade; he has been pleasantly surprised with the sales results. This development may be the beginning of the end of a wasteful, cumbersome method of distribution.

The importance of good industrial design is slowly occurring to manufacturers. In the heavy-machinery field Canadian designing has for some time enjoyed a high reputation. The same cannot be said for the design of a vast range of consumer wares. Many items in this category lack appeal in line, texture, color, and function. Further, some of these products have a market only because exchange restrictions keep out similar articles from the United States. Nevertheless, there are several indications that Canadian manufacturers are now beginning to accept industrial design as an integral part of production and distribution, instead of condemning it as the whim of a meddlesome artist.

Finance: The basis of the Canadian financial system, the banks, is founded on the Scottish idea of soundness and security. Banking in

Canada is federally regulated under the Bank Act, and 10 banks are chartered to carry on business anywhere in the country. This means branch banking; that is, each of the chartered institutions maintains a system of branches which number into the hundreds. Behind each branch, therefore, lies the huge resources of the whole system.

While this type of organization may cut down on the discretion or largesse of the branch manager (possibly to the chagrin of the rejected borrower), it has provided Canadians with a financial foundation equal to the severest economic disturbances.

Shortly after the war ended, almost all of the 10 banks reversed their years-long policy of conservatism and set out with freshly written advertising to attract customers and depositors. Seeing the need for expanded credit to support the burgeoning postwar prosperity, they liberalized their loans to individuals and businesses alike. This new policy has not only resulted in a record volume of business for the banks, but has also provided the whole economy with the financial assistance it so badly needed.

In regard to the banks' attitude toward accepting warehouse receipts as collateral, however, the Canadian public warehousing industry feels there is room for much improvement. Only last year the Canadian Warehousemen's Association embarked on a banking-relations program similar to that being conducted by the American Warehousemen's Association. In the CWA's opinion, improvement is most needed in the average bank manager's attitude to field-warehouse receipts. For some reason, many bankers seem to regard field warehousing as a "last resort" method of obtaining a loan—as a method adopted when all others fail. Warehousemen are most anxious that bankers accept their inventory receipts with fewer misgivings.

Insurance: For a short period after the war, Canadian truckers and warehousemen feared that the insurance companies were beginning to withhold coverage from them. Whatever may have been the reason for this situation, it has now disappeared, and most repu-

Collective Rate-making in Household Goods

The Interstate Commerce Commission, in a decision made effective May 4, permits members of the Household Goods Carriers' Bureau to engage in collective rate-making under the provisions of the Bulwinkle Amendment. The Bureau filed an application to permit such collective rate-making in 1948. Incidentally, this decision of the ICC contains the first unconditionally approved agreement on collective rate-making, thus putting the Bureau in the forefront of organizations acting under the Bulwinkle Amendment. A supplement No. 4 to Tariff 35A, effective since April 29, has been issued to Bureau members. This supplement supersedes supplement No. 3.

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table operators are able to obtain the desired coverage.

In this regard, it might be added that Canadian courts of law have so far refused to grant extravagant judgments in cases of loss, damage, or personal injury. Again, the courts have usually dismissed the "nuisance" cases which are such a source of worry to carriers and warehousemen in the United States.

Warehousing: In common with all other industry in postwar Canada, public warehousing has expanded, improved its efficiency, and taken the first steps toward standard practices. Throughout the country, merchandise operators report exceedingly high occupancies and discount the early possibility of competition from private warehousing. New construction has run generally to the one-story building design with the fork truck-pallet system of handling.

Beginning in 1945, when British Columbia passed the first act, the Canadian Warehousemen's Association has bent every effort to promote the passage of uniform-warehouse-receipts acts in the other

nine provinces. So far, five provinces have adopted the uniform act, and there is a chance the remaining provinces will do so within the next few years.

Although the CWA has not yet launched a program to standardize documents, it has approved a highly useful rate quotation form. Of greater importance, perhaps, is its forthcoming program to reach a standard basis for merchandise-warehouse rates. Operators on the West Coast have pioneered a simplified method of charging, which is attracting interest from other parts of the country. This method will be presented to the CWA for final endorsement in June.

Refrigerated warehousing is currently suffering from low occupancies, lower than those usually experienced. High prices and the disturbed condition of foreign markets may be named as the chief reasons. In addition, the majority of operators expanded their facilities during the war and now find the volume of commodities requiring period storage slowly diminishing. They are attacking their mu-

tual problem by studying their costs, mechanizing and streamlining their handling, and going after new sources of business such as packaged frozen foods.

Marketing: One has only to attend a sales meeting anywhere in Canada to realize that the buyer's market is back. The pressure is again on the salesmen to get out and sell to a public now growing indifferent in the midst of plenty. The public has largely satisfied its early postwar hunger for cars, appliances, furniture, radios, and other products unobtainable during the war. Sales managers are using everything to catch the public's interest—liberal credit terms, price reductions, free samples, contests, bonus certificates.

Competition has intensified among the big retail department stores. The biggest of them all, the T. Eaton Co., recently extended its nationwide system of stores into British Columbia by buying out an old-established family concern. The battle being joined there between Eaton's and the Hudson's Bay Co.

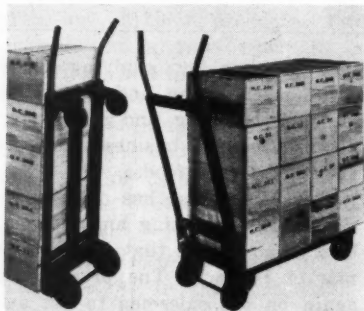
(Continued on page 82)

"Strongest" Gummed Tape

What is described as "the strongest gummed tape ever made, with a tensile strength of 180 lbs. per inch of width," has been announced by *Mid-States Gummed Paper Co.*, Chicago. Available in ½ to 4-in. widths, Tape-Strap gets its strength from reinforcing fibres running the length of the tape between two layers of kraft. The company reports that Zenith Radio's export-packaging division formerly used two men to seal cartons with 60-lb. gummed tape plus metal strap. It reportedly took the men four minutes. They switched to Tape-Strap, it is stated, and now one man allegedly does the job in one minute.

Double-Duty Hand Truck

A truck which can be used either as a conventional hand truck or as a platform truck has been placed on the market by *Cam Tool Co.*, Oakland, Calif. Unit carries a light flat-bed frame with 5-in. casters hinged to a conventional hand truck. For use as



a platform type, the hinged frame folds down and the handles lock for pushing. Capacity is rated at 500 lbs.; weight is 46 lbs. As a platform truck, unit has base length of 36 in., base width of 16 in. Over-all length is 50 in. It's of welded-steel construction, has rubber-tired wheels.

International Offers Line

A new line of multi-stop delivery trucks has been introduced by the motor truck division of *International Harvester Co.*, Chicago. The line has been specifically designed to provide low-cost handling of light, bulky cargo. To this end, inside height of body has been increased 2½ in. and floor lowered 1½ in., providing greater cargo-carrying capacity. Front side doors have been increased 4 in. in width and 1 in. in height, making loading and unloading easier. Standard rear-door openings are 2½



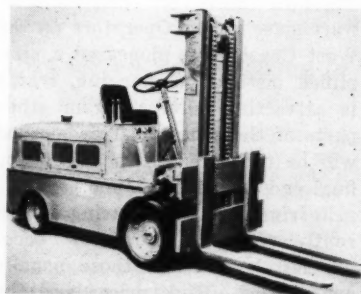
in. higher. Three body sizes are available, and unit is powered by the new Silver Diamond 220 truck engine, a valve-in-head, 6-cylinder plant which develops 100 h.p. and has a compression ratio of 6.5. Other features are a new heavy-duty three-speed transmission and a remote-control gearshift with positive acting rods.

Something New in Rope

New Bedford Cordage Co., New Bedford, Mass., is marketing rope marked in red at 10-ft. intervals. According to the manufacturer, this is the first time that pre-measured rope has been offered to the public. Its innovation, states the company, provides users with a simple means of determining how much rope they have on hand.

Dynatork Drive for Clark Truck

Clark Equipment Co., Battle Creek, Mich., has added the Utilitrac-100, a 10,000-lb. capacity gasoline-powered fork truck equipped with Dynatork Drive to its line of materials handling equipment. Engine power is transmitted through a magnetic field across an air gap, eliminating fric-



tion clutch and conventional transmission is replaced by constant-mesh forward-and-reverse gearing. A 6-cylinder Continental industrial engine of 209 cu.-in. displacement develops 50 brake h.p. at 1,800 r.p.m. Over-all length is 107 in.; wheelbase, 66 in.; over-all width, 50½ in., outside turning radius, 104 in.; inside

turning radius, 12 in. Said to turn easily in intersecting aisles 88 in. wide.

Bills-Preparation Simplified

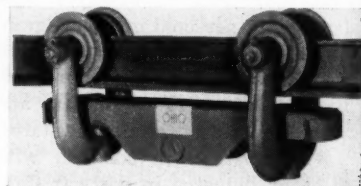
Preparation of invoices, bills of lading, waybills, and purchase orders is simplified by the Underwood All Electric Fanfold Writing Machine, manufactured by *Underwood Corp.*, New York. Machine features automatic retraction of carbon paper. A



form-measuring gauge equipped with clamp, grips the top edge of a completed set of forms while the carbon is electrically moved into the following set. For use with either floating sheet carbon or roll carbon.

Trolley's Payload Increased

Forker Corp., Cleveland, declares that its new Ohio Tramrail trolley, for use on hand- or electric-powered



monorail systems, on transfer bridges, and on monorail cranes, cuts operator fatigue and increases payloads through elimination of dead parasite weight and reduction of rolling friction. Drawbar pull on the heavier-capacity models is said to be reduced after normal break-in period to 15 lbs. per ton to start load rolling and 10 lbs. per ton to maintain momentum.

New Ready-Power Unit

The gas-electric power units manufactured by *Ready-Power Co.*, Detroit, now embody new improvements and refinements designed to reduce maintenance and provide more economical operation, according to a recent announcement. The new features will first appear on a general-

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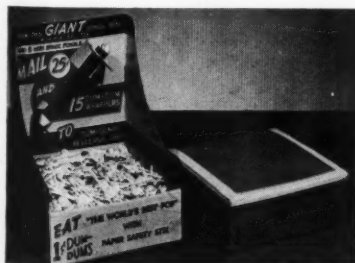
United Vans exclusively are *Sanitized for Cleaner, Safer Moving*



purpose unit rated at 36-48-60 or 72 volts for use with 4,000-lb. fork trucks, 10,000-lb. platform trucks, and 6,000-lb. crane trucks. The new model employs tubular flange-type, flexible Lord engine mountings to eliminate strains transmitted from the frame of the unit to the engine, with resultant breakage and oil leaks; and a flexible oil-drain line. These improvements can be adapted to the present Ready-Power "H" units, it is stated.

Dual-Purpose Box

A corrugated shipping box developed by *Hinde & Dauch Paper Co.*, Sandusky, Ohio, is being used by Akron Candy Co. to protect its candy

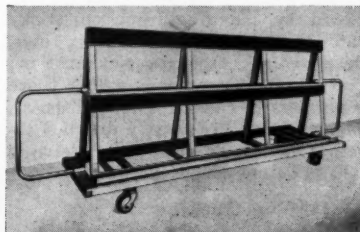


in shipment and to sell it at destination. The Duplex is a one-piece die-cut box made of corrugated board. When closed, it looks like an ordinary

shipping box, but it is said to be easily converted into a counter display. The tape sealing the top flap at the front and sides is slit, the flap folding forward and tucking under the box to form front panel of the display. Inner flap is then raised, exposing back display panel. Sample premium is affixed to panel by means of two die-cut slots.

Handles Sheet Materials

Tobey Mfg. Corp., El Segundo, Calif., is marketing an aluminum "A" frame designed to handle sheet



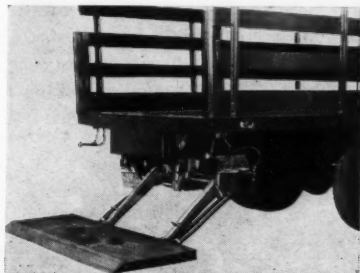
metal, glass, plastics, and other materials commonly handled in sheet form. The unit is said to be so well balanced that if overloaded on one side it will not tip when moved sideways. Felt-covered bearing surfaces are available to eliminate the possibility of scratching sheets. Comes in any size and capacity, and may be had without wheels for use on motor trucks.

Changes in Chippaflex

Chippaflex, the corrugated wrap with the "thousands of little cushions," is now being packaged in corrugated containers for protection in shipping and storage, and is available in four colors for easy package identification, announcements from *Chippewa Paper Products Co., Inc.*, Chicago, reveal.

Hydraulic Elevating Endgate

Hydrogate, a new hydraulic elevating endgate for use on delivery trucks, is now being manufactured by *Marion Metal Products Co.*, Marion, Ohio. Operated by a single lever, unit lowers to within a few inches of the ground and is said to stop and



hold at any desired height and to lock at truck-bed level. Special features of the Hydrogate, which is guaranteed to lift 2,000 lbs. and is designed

Electric Protection against Fire • Burglary • Holdup

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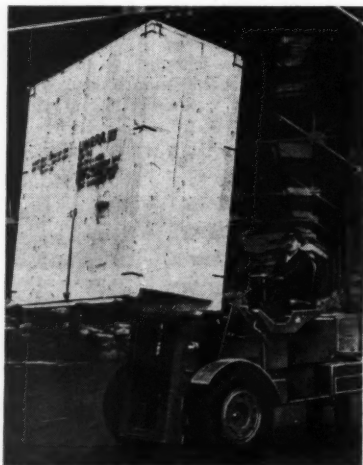
NEW YORK, N. Y.

Central Station Offices in all principal cities

to fit any truck, include non-skid platform, and construction which prevents frame distortion no matter where load is placed.

New Liftruks Offered

A completely new series of heavy-duty Liftruks, available in 5-, 7½-, and 10-ton capacities, has been announced by *Silent Hoist & Crane Co.*, Brooklyn, N. Y. The dual-pneumatic-



traction tires are mounted on a "dead" axle which supports the chassis and fork load, relieving the

differential drive from severe service. The lifting and tilting hydraulic units are said to be over-sized and to operate at moderate low-fluid pressure. Lifting guides are interlocked with each other "to provide perfect alignment and equal distribution of the fork loads on them." Unit is said to be well suited to operation over adverse terrain.

Mice Get Stuck

Mice Stic-Fast Pads, manufactured by *Electronic Rat Traps*, Rochester, N. Y., are just what they sound like. Mouse smells cheese or bacon (suggested by manufacturer) on sticky pad, investigates, gets stuck, dies. Death comes from over-exhaustion; as a result, the company states, there is no mess to clean up. For disposal, mice and pad are merely dropped together into incinerator. Adhesive is said to be non-poisonous.

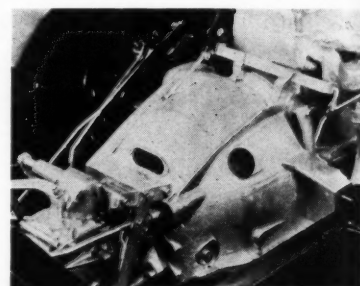
Protective Coating

End-O-Rust, Inc., Cleveland, has developed a new corrosion- and oxidation-resistant coating for use on metals, concrete, wood, fibre, or any surface where more than normal protection is required. It is stated by the manufacturer that location and laboratory tests have proved the coating to be resistant to a wide variety of agents. It has undergone a 2,000-hour salt-spray test and has been

tested for resistance to caustic soda, ammonia, and strong acids. Structural elements treated with the product will remain resistant to extremes in temperature for years, according to the manufacturer. No special preparation of surface is required, and it will dry in air in two or three hours, it is said.

More Dodge Fluid Drives

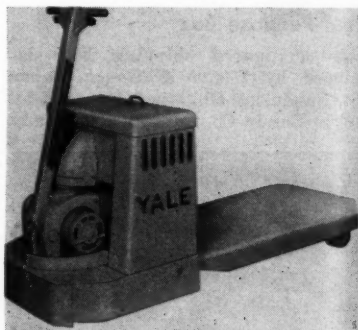
Dodge Division of Chrysler Corp., Detroit, is now offering gyrol fluid drive on "Job-Rated" trucks with nominal ratings of ½, ¾, and 1 ton. This expands the company's line of trucks equipped with gyrol fluid drive to 50 models, with gross-vehicle



weights ranging from 4,250 to 10,100 lbs. Dodge states that the success of fluid drive on its Route-Van model has encouraged it to extend its use to other units. Housing of the gyrol fluid-drive unit, containing clutch and fluid-drive coupling, is mounted between engine and transmission.

Shorter Worksaver Announced

A new Worksaver model, 6 in. shorter than previous non-riding units of the same type, has been announced by *Yale & Towne Mfg. Co.*, Philadelphia. The 6-in. saving has been effected between the battery box and the front edge of the truck, thus retaining full platform length for handling skids and skid boxes. Truck is available in 4,000- and 6,000-lb.



capacities, and standard platform lengths range from 36 to 72 in. in 6-in. increments. Comes in heights of 6, 7, 9, 10, and 11 in. for handling different-height skids. Platforms are available in 19-, 24-, and 26-in. widths. Lifting is hydraulic.

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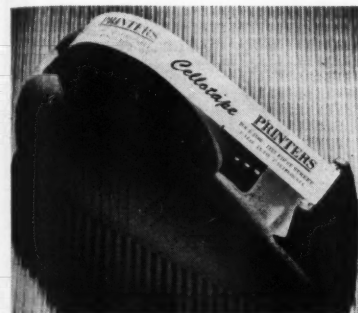


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AGE

Printed Pressure Tapes

Pressure-sensitive tapes printed to user specification and design are available on a wide variety of cello-tape bases in unit-sizes up to 3 x 12 in., it is reported by *Cellogate Printers*, Palo Alto, Calif., the manufac-



turer. Single- and two-color schemes come on a broad range of background colors, and tapes can be coated or uncoated, it is stated. Inks are said to be surface-sealed against smearing, fading, or running.

Powered Platform Truck

The ToteMaster, a powered platform truck, is the latest addition to the Master line manufactured by *Lewis-Shepard Products, Inc.*, Watertown, Mass. Unit has capacity of



2,000 lbs., 21 sq. ft. of loading space, and a 20-h.p. 4-cylinder high-compression water-cooled engine. It is governor-controlled for speeds up to 20 m.p.h. Other features include electric starter, hydraulic airplane-type brakes, and pneumatic tires. There are three speeds forward and one reverse.

Trailer Brake

Warner Electric Brake Mfg. Co., Beloit, Wis., has brought out a 15- x 3-in. electric brake for use on all types of commercial trailers. Made from three major stampings, unit is two-shoe type and has 116 sq. in. of lining. Fitting 18-in. wheels with flat-base rims, the brake is designed to stop 8,000-lb. axle loads using 7.50-20 dual tires with a minimum of 3.5 amperes of current.

New Hoist Models

A new line of Safeway chain hoists, available in capacities ranging from ½ to 4 tons, has been announced by the *Wright Hoist Division of Amer-*

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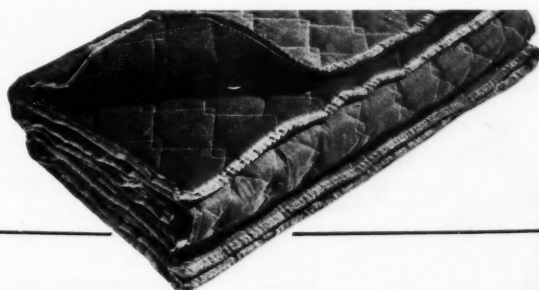
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TWO COLORS

(One on each side)

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Dandux' new pads give better protection with higher quality at lowest prices.

Cut Size	1-3 Doz.	4-12 Doz.
36" x 72"	\$26.75	\$24.75
54" x 72"	37.90	35.10
72" x 72"	46.25	42.75
72" x 80"	51.75	47.90

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All over the U. S. A. you find Gerstenslager Custom-built Vans made in Wooster, Ohio. This widespread and far-reaching preference is due to the recognized quality of Gerstenslager Vans in terms of distinctive styling, fine workmanship, and strong construction which reduces body maintenance expense.

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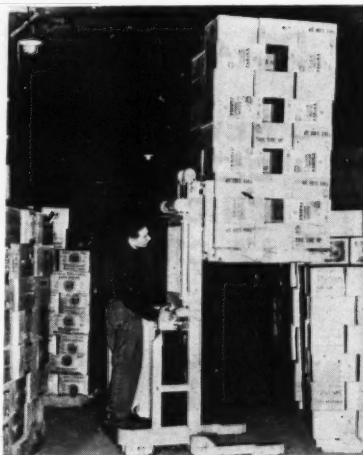
BOARD OF HARBOR COMMISSIONERS

City Hall Los Angeles 12 Calif

ican Chain & Cable Co., Inc., York, Pa. They are said to be compact, light in weight, and easy to handle. Features include modern gear drive, Weston-type brake, steel load-chain, steel housing, self-lubrication, and drop-forged top and bottom hooks.

Straddle Truck Added

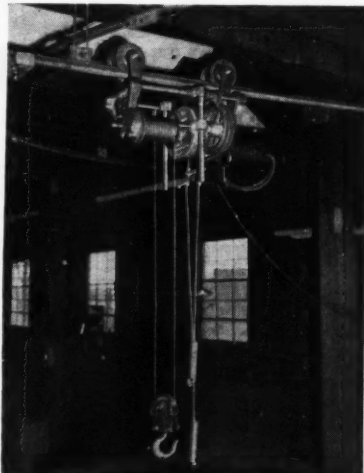
Lyon-Raymond Corp., Greene, N. Y., has added a telescopic straddle model to its recently announced line of SpaceMaker electric tiering trucks. Models are available to handle any standard-sized double-faced pallet to a height of 130 in. Power-unit as-



sembly containing the drive and elevating motors, the battery, etc., is interchangeable on all SpaceMaker models. It is maintained that shortness of over-all length plus extreme maneuverability make possible right-angle stacking in aisles narrower than the over-all length of truck and load.

Low-Priced Electric Hoist

A new electric hoist which lifts 500 lbs. at 25 ft. per minute or 250 lbs. at 50 ft. per minute has been an-

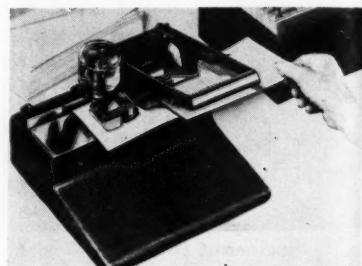


nounced by Flinchbaugh Co., York, Pa. It is said to be considerably lower

in price than similar units. Hoist has adjustable track trolleys for single- or double-wheel tracks; a ¼-h.p. single-phase reversing motor, cable for 10- or 20-ft. lifts. Will lift or pull distances up to 200 ft.

Addressing from File Cards

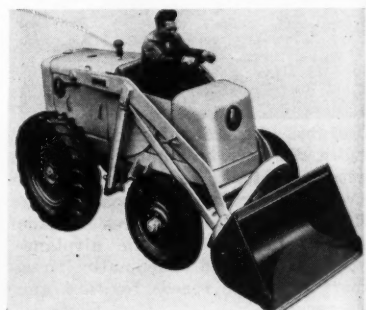
The Weber Recordo-Print Adaptor, a new product of Weber Addressing Machine Co., Mount Prospect, Ill., makes it possible to address from file



cards or ledger sheets, or from any office-record form. Unit can be attached to A-2 Weber addressing machine in about five seconds, it is stated. No plates or stencils are needed. Names and addresses are typed on gummed stickers supplied in sheets or rolls. These stickers are attached to file cards or office records, and each card or record then becomes an addressing "plate."

Half-Yard Payloader

With the introduction of Model HE, a tractor shovel with a bucket capacity of ½ yd., The Frank G. Hough Co., Libertyville, Ill., adds a fifth



member to its line of Payloader units. The new model has full-reversing transmission with four forward and reverse speeds and forward-reverse control separate from the regular gear shift. Full dumping clearance of 91 in. is provided. Ball-bearing steering and hydraulic brakes are other features.

Aluminum Roller Conveyor

An aluminum gravity roller conveyor being manufactured by Rapids-Standard Co., Inc., Grand Rapids, Mich., is designed to handle materials similar to those moved on steel rollers and is stated to be particularly well suited to outdoor use or for use where

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Approximately 5,000 square feet of stockroom space in new building with office, showroom and outside yard space if desired. Good location. 18 foot ceiling—overhead cranes—private siding—depressed truck loading dock—bin space—material handling equipment.

These facilities together with our trained personnel offer attractive combination for manufacturer seeking a stocking distributor. Will also consider lease arrangement.

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non-sparking equipment is essential. Comes in 5-, 8-, and 10-ft. sections and in 12- and 18-in. widths. Rollers project $\frac{3}{8}$ in. above side channel frame for movement of sheet material. A 5-ft. section 12 in. wide weighs 27 lbs., will support over $\frac{1}{2}$ ton, it is said.

Stainless-Steel Container

A stainless-steel chemical container for liquid chemicals, food syrups and flavors, and oils and extracts, has been developed by Steel Cooperage Co., Division of Industrial Stamping & Mfg. Co., Detroit. Made of Armco type 304 stainless steel, the Lee container has a capacity of 15 gals., weighs 27 lbs. Chimes are designed for easy stacking with resultant space-saving in shipping and warehousing.



Heavy-Duty Industrial Tractor

Model A-800-3, a new heavy-duty electric industrial tractor offered by

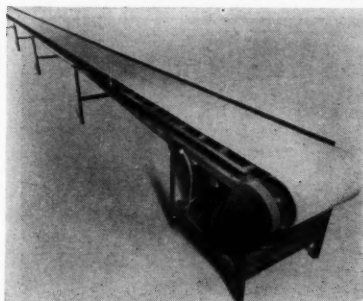
Mercury Mfg. Co., Chicago, is a two-motor, four-wheel-drive, four-wheel-steer machine which develops a maximum tractive effort in excess of 4,000 lbs. Light travel speed is over 6 m.p.h., and the weight of tractor chassis, less power source, is 4,700 lbs. Recommended power source is



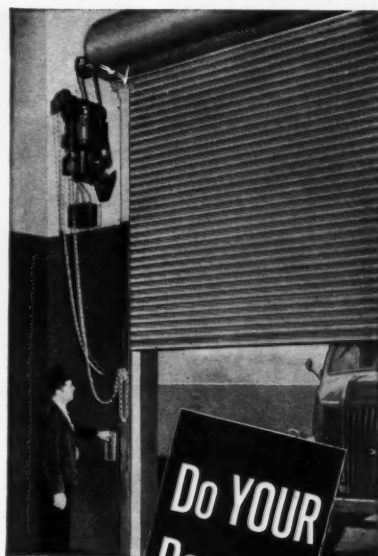
battery of 48 volts and not less than 450 ampere hours rating. Length less coupler is 84 in.; width, 41 in.; height, 66 in. Wheelbase is 50 in., outside turning radius 92 in.

Utility Belt Conveyor

Sage Equipment Co., Buffalo, says that its new type of horizontal belt conveyor makes it possible for users to install standard units to make up any desired length or width. These



standard pieces consist of a drive unit with motor and control equipment, tail end with 4-in. diameter crowned-face tail pulley and tracking
(Continued on page 54)



Do YOUR
Doors
Give You
These
KINNEAR
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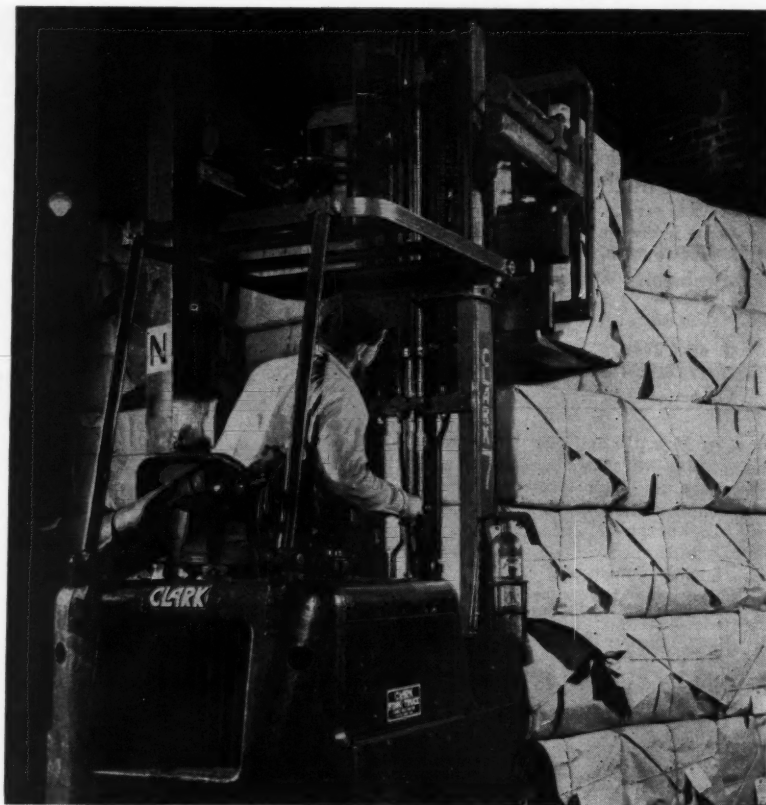
Kinnear Rolling Doors give you high efficiency! They coil overhead, clear the entire opening, open out of way, safe from wind or vehicles. All surrounding floor, wall and ceiling space is always fully usable. Their smooth, easy, upward action saves time and labor. The strong, resilient interlocking slat curtain takes more punishment. Many Kinnear Rolling Doors have been in daily service 40 years or more. They are easily equipped with Kinnear Motor Operators for highest convenience and efficiency. Pushbutton controls at convenient points save manpower, and reduce heating and air-conditioning costs by encouraging prompt door closure. Built any size, to meet individual requirements. Easily installed in new or old buildings. Write for details, or for estimate on your door requirements.

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Saving Ways in Doorways

KINNEAR
ROLLING DOORS



Engine Fires Stopped Cold

In an effort to minimize the fire hazard implicit in the manufacture of chemicals, Hercules Powder Co. has equipped the vehicles used in and around its Parlin, N. J., plant with CO_2 fire-fighting apparatus designed to snuff out engine fires at source. The system is a product of Walter Kidde & Co., Inc. Vehicles equipped include six fork trucks, three plant locomotives, a number of cranes, and a fleet of highway trucks.

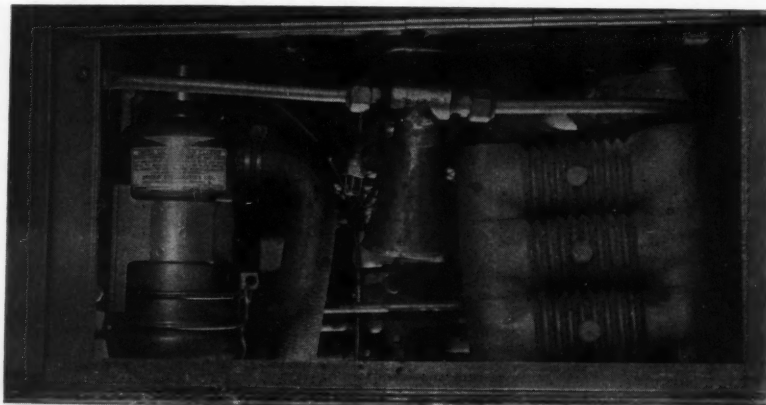
On the fork trucks, a steel cylinder containing 10 lbs. of liquid CO_2 under pressure of 850 lbs. per sq. in. is mounted on top of the engine compartment, behind the driver's seat (above). The cylinder is supported on a metal framework which holds it rigid, and it is equipped with a pneu-

matic control-head for automatic discharge.

The pneumatic control-head connects by copper tubing to three Luxstat fire-detectors mounted inside the engine compartment. Piping runs from the cylinder discharge-valve to two discharge nozzles, one on either side of the fork-truck engine. In side view of engine (below), nozzle can be seen in center, detector slightly to left.

Should fire break out in the engine, the detectors pick up the heat signal and transmit it to the control-head on the cylinder. The CO_2 release-valve opens, and under its own power the gas rushes out of the nozzles and engulfs the engine.

The system can also be set off manually by driver. Vehicles also carry portable extinguishers for emergency fire-fighting.



EXPENDABLE PALLET

(Continued from page 21)

eration, made possible by the original expendable-pallet shipment, would result in further savings, depending on the percentage of pallets re-used. It can be assumed in this case that for each inbound expendable pallet, an average of 20c. could be saved in the loading operation of palletized outbound shipments to customers. The total saving per carload is therefore increased from the original \$1.16 to \$5.96. In the light of these additional savings, the original one-dollar-cost of the pallet could have been increased to \$1.20 and the company still would have broken even.

Although it may not appear profitable to ship on pallets merely to break even, considerable good-will is created by shipping to customers who are in a position to unload their incoming shipments mechanically. Also, numerous indirect savings common to unit-load handling in a warehouse will appear where large-volume palletized shipments are made. These savings are difficult to evaluate at the start of a pallet-shipping program, and long-term operations are needed before they can be recognized.

If, on the other hand, the same shipment goes to a public warehouse or direct to a wholesale grocer, and savings are realized on the loading operation alone, the figures may appear as follows:

Present loading cost	\$20.00
Unit-load loading cost	12.00
Amount that can be spent for pallets	\$ 8.00

Unless the consignee is willing to share the expense of the pallets, a total of eight dollars, or approximately 30c. per pallet, can be spent in order to break even. Economically, then, the pallet-unit-load shipment would not be practical in this case.

Export Shipment

Considering the same type of shipment—but for export—a different cost evaluation prevails. The following are estimated figures on such a carload shipment:

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Manual Loading

Present loading cost	\$20.00
Estimated cost of damage and pilferage, marking, etc.	40.00
Total present cost	\$60.00

Palletized Loading

Unit-load loading cost with added secur- ing expense for steel strapping, etc.	\$16.00
Amount that can be spent for pallets	\$44.00

The breakeven point on this type of shipment is \$1.80 per pallet. The above figures do not include the benefits to the various transportation agencies that handle this export cargo and who ultimately may pass on some of the savings to the shipper. Neither does it include the monetary value of the good-will created by delivering export shipments to a customer without loss or damage.

These three examples have been cited to illustrate that the nature of the shipment has an important bearing on the amount that can be spent on expendable pallets. In most cases, the export shipment will allow the widest margin for cost reduction with expendable pallets. Interplant shipments, with or without re-use of the pallets, result in the saving of two or three manual operations, and, therefore, much more can be spent for the expendable pallet than on "producer to consumer" shipments with only one operation to work with. The difficulty arises in setting up a materials handling and storage system with enough flexibility to allow the shipment of commodities on expendable pallets to some points while piece-by-piece methods continue to be used on shipments to other points.

Packing Expenses Reduced

There are numerous applications where unit-load shipping will result in a drastic reduction of packing expenses. Shipments of this kind will permit the spending of larger amounts for expendable pallets because packing savings are added to the savings in loading and unloading. The reduction in packing requirements is made possible by the following factors:

1. Packing can be eliminated when the size and weight of a shipping-unit is increased to unit-load dimensions. For example, consider the case of a non-ferrous

metal manufacturer who formerly shipped his material in 500-lb. loads packed in wooden boxes costing \$4.25 apiece. A wooden pallet was designed which cost three dollars and carries 4000 lbs. This pallet eliminated the packing formerly used. On an order of 100,000 lbs., normally shipped in 200 of the 500-lb. boxes at a total cost of \$850, 25 pallets at a cost of \$75 were substituted. This resulted in an immediate saving of \$775 in packing—and there were additional savings from important changes in methods of handling. The three-dollar pallet used in this application may be considered an expendable pallet, since it is shipped to a customer and not returned for re-use.

2. Packages can be increased to unit-load dimensions, eliminating a number of smaller individual packages. This results in what is usually called a pallet box. This pallet box can be re-usable or expendable. The expendable type consists of a pallet base to which a corrugated box is glued or steel-strapped or around which a wire-bound blank is wrapped. The former method is used by a manufacturer who replaced individual containers with a corrugated box strapped to a light-weight wooden pallet. About 35 to 40 percent is

saved per pallet load in the packing, handling and shipping of this commodity. This saving results principally from a less expensive packing method made possible by mechanical handling.

3. Simpler and cheaper packages can be substituted when individual items are assembled into a unit load. There are numerous applications where simple wooden trays, dividers, or corrugated separators can be placed between layers of items to protect them in contacting each other during handling and in storage and transit. Electric motors, automotive parts and accessories, and many other regular- or irregular-shaped items have been assembled this way on expendable pallets of various designs. In addition to savings in packing material, simplified handling results from the use of such unit loads. The first cost of the expendable pallet, the necessary trays or dividers, and the cost of steel strapping and of applying it are usually considerably less than the cost of the packing formerly required.

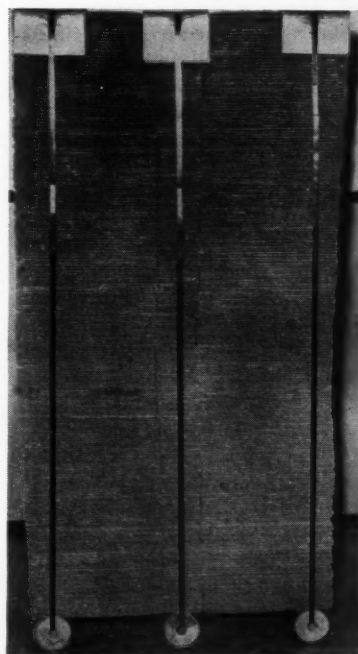
The price that can be paid for an expendable pallet may also be influenced by reductions in freight rates or by the lowering of handling charges made by stevedores, public warehouses, etc. As yet,

Pallets Made from Waste

Materials formerly thrown away or burned are being used by Personal Products Corp., Milltown, N. J., as expendable pallets, thanks to the ingenuity of R. D. Glidden, purchasing director and superintendent of shipping and receiving. Mr. Glidden's pallet, used in the handling, storing, and stacking of flat cartons, is basically nothing more than three of the fibreboard cores on which container manufacturers receive rolls of paper used in the manufacture of cartons.

The cores are cut to proper length, and short wooden plugs are inserted in each end. The flat cases are then strapped to the cores, and the result is an expendable pallet which, according to Personal Products, is the answer to many of the problems previously encountered in the handling, storing, and stacking of its containers.

Previously, cartons were tied in lots of five or 10, but much valuable space was lost, since stacking was difficult. Later, they were tied on wood pallets, but standard-sized pallets were larger than the cartons, and space was still being lost. The present pallets are cut to exact length, thus overcoming the former disadvantages.



such reductions are made only in isolated cases. However, with the increase of palletized shipments, the benefits to transportation and other distribution agencies handling such loads will gradually be recognized and will result in more general reductions. For example, a toilet-article manufacturer making a palletized intercoastal shipment benefited by a reduction in drayage charges of five cents per cwt. and by the elimination of a segregation charge of 12c. per cwt.—making possible a saving of 17c. per cwt. However, since one dollar was spent for the pallet and about 40c. for gluing and steel-strapping, a net saving of about 10c. per cwt. was realized in this application. Again, however, reduced handling costs of both the shipper and the consignee were not considered.

With business as highly competitive as it is today, the price that can be paid for expendable pallets is often obscured by additional considerations. Large users of materials are forcing many suppliers into palletized shipments even where economies cannot be shown by the shipper. The fear of losing business by not complying with the request of a customer often provides the incentive to ship on pallets. The cost of the pallet, when it does not pay for itself at the shipper's end, becomes a sales expense necessary to keep or attract business.

The indirect benefits of palletized shipments are many. At the present time, however, they are difficult to evaluate, due to the relatively small volume of shipments made on expendable pallets. Therefore, the savings that ultimately will be attained cannot in most instances be included in a cost-analysis. There are companies, however, which are beginning to attach values to these indirect benefits. The price they can afford for an expendable pallet is therefore relatively high.

One important indirect benefit resulting from the use of expendable pallets is the elimination of warehouse pallets. The cost of owning and maintaining warehouse pallets is frequently high. If this cost can be reduced or eliminated by shipments of incoming

or outgoing commodities on expendable pallets, whose cost is paid for by savings in loading and unloading, added savings will result. For example, a rubber manufacturer has calculated that for each incoming expendable pallet he saves 20c. in "wear and tear" on his warehouse pallets.

Faster loading and unloading made possible by palletized shipments increase loading-dock capacity, reduce demurrage charges, and often eliminate overtime payments during seasonal peaks. These are real savings, but their conversion into savings-per-ton-handled or pallet-loads-shipped, are often quite difficult to determine and therefore frequently not considered.

Who should pay for the expendable pallet? Certainly, the most logical party to pay for an expendable pallet is the shipper of the palletized commodity. However, is not the shipper penalized by paying not only for the first cost of the pallets but also for the gluing or steel-strapping of the loads and for other operations necessary for a shipment? The receiver, on the other hand, obtains tremendous benefits from palletized unloading and pays for nothing—except possibly for the freight on the pallets. Moreover, transportation agencies that often benefit by faster turn-around time penalize the palletized shipment further by charging for the weight of the pallet.

Ultimately, all parties that benefit from the use of expendable pallets may share in the cost of the pallet and the preparation of the shipment, giving all an equitable saving. The shipper and receiver might divide the pallet cost, and the transportation agency might eliminate the charge for the weight of the pallet, and possibly even reduce rates on certain profitable shipments. However, for the present the price that can be paid for expendable pallets does depend upon the particular distribution cycle, with its direct and indirect benefits. For many applications the expendable pallets now obtainable are sufficiently inexpensive to make palletized shipments economical.

Coming Events

- May 21-28—World Trade Week sponsored by San Francisco Chamber of Commerce.
- May 29-June 9—Canadian International Trade Fair, Exhibition Grounds, Toronto, Ontario.
- June 1—Central Motor Freight Assn., Palmer House, Chicago.
- June 15-17—Joint Annual Material Handling Industry Meeting sponsored by The Electric Industrial Truck Assn., the Material Handling Institute and Monorail Manufacturers Assn., The Greenbrier, White Sulphur Springs, W. Va.
- June 20-23—Canadian Warehousemen's Assn., Minaki Lodge, on Lake of the Woods, Ontario, Canada.
- June 21-22—Casters and Floor Truck Manufacturers Assn., Skytop Lodge, Skytop, Pa.
- June 22-24—Independent Movers & Warehousemen's Assn., Atlantic City, N. J.
- July 6-8—Household Goods Carriers Conference, Sheraton Hotel, Chicago.
- July 23-25—Allied Van Lines, Grand Hotel, Mackinac Island, Mich.
- Aug. 7-19—First United States International Trade Fair, Coliseum, International Amphitheatre and Navy Pier, Chicago.
- Aug. 16-18—Third Western Packaging and Materials Handling Exposition, Civic Auditorium, San Francisco.
- Sept. 14-16—Southeastern Warehousemen's & Movers' Assn., Hotel Patten, Chattanooga, Tenn.
- Sept. 14-16—Virginia Highway Users Assn., Convention, Hotel Chamberlin, Old Point Comfort, Va.
- Sept. 17-18—New York State Warehousemen's Assn., Saranac Lake, N. Y.
- Sept. 30-Oct. 1—Local Cartage National Conference Meeting, New York.
- Oct. 2-6—American Trucking Assns., Inc. annual convention, Waldorf-Astoria, New York.
- Oct. 5-7—Southwest Warehouse and Transporters' Assn., Washington-Youree Hotel, Shreveport, La.
- Oct. 10-12—Fifth annual exposition and "short course" of the Society of Industrial Packaging and Materials Handling Engineers, Convention Hall, Philadelphia.
- Oct. 23-25—Twelfth Annual Forum of Packaging Institute, Hotel Commodore, New York.

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- Feb. 5-9—American Warehousemen's Assn., Statler Hotel, Boston, Mass.
- Feb. 11-15—National Furniture Warehousemen's Assn., Waldorf-Astoria, New York.
- Feb. 27-Mar. 2—Frozen Food Industry Convention, San Francisco.
- Apr. 22-27—Mayflower Warehousemen's Assn., Broadmoor Hotel, Colorado Springs, Colo.
- Apr. 30-May 4—Fourth National Materials Handling Exposition, International Amphitheatre, Chicago.

TRAFFIC MANAGER

(Continued from page 39)

received on . . . Time . . . In (good, damaged) condition . . . Remarks . . ." These cards obtained a 20-percent response, and almost all were usable.

To get responses which would permit precise analysis by type of commodity, type of carrier, number of handlings en route or other specific information, questions should be more detailed.

Too often, the traffic managers of medium-sized or smaller companies are required to "pay their way" from year to year on the basis of transportation-cost savings alone. This encourages the t.m. to specialize on those phases of his work evidencing cost savings and discourages him to set his sights on longer-term horizons. A routine should be established whereby the purchasing agent keeps the traffic manager advised of market conditions as well as of daily orders. This permits the traffic manager to provide economical movement of raw materials, gives him data on the trend of market demand, and provides him with additional tools for studying the existing transit plan and determining when and how it should be modified. Information from sales representatives on demand trends by region are especially valuable.

False Economy

Another valuable source of information is the top-flight traffic league. Membership in second-rate fraternities is of little value to the traffic manager and adds little prestige to the company. One traffic manager reports he is unable to belong to a high-ranking organization because he cannot afford the fee and his company won't finance him. Many corporations, large and small, have high status in the transportation world through the competence and activity of their traffic managers. And, as mentioned above, the information obtainable by traffic men from traffic men can be considerable and often vital.

Another area of ill-advised company economy is in salaries. The general traffic manager of a leading food corporation gets close to \$25,-

000 yearly. A beverage house manager receives \$15,000. Traffic managers of small-to-medium-sized concerns generally earn between \$5,000 and \$8,000. Too often the size of the traffic "department" is determined solely by the volume of business done, with no thought given to the innumerable ways in which the traffic manager contributes to the company's profits. One brilliant traffic manager earns only \$6,000 yearly, largely because his company is on the small side and his department consists of himself, a general assistant and a rate clerk. Too frequently, salaries are inverse to heavy responsibilities—a perfect demonstration of poor economy-mindedness.

Cost-consciousness may reach the

Warehouseman Speaks

Harry Foster, general manager of the Cincinnati Terminal Warehouses, and a well-known figure in the public warehousing industry, spoke recently at a luncheon gathering held by the Cincinnati Association of Credit Men. Mr. Foster's remarks were devoted to a subject on which he is well qualified to speak—public warehousing. The speaker laid stress on the financial aspects of negotiable and non-negotiable receipts and emphasized the advantages of public merchandise-warehousing services.

point where top management requires budgeting. Budgeting for the purpose of holding down traffic-department expenditures is unsound and self-defeating. By the very character of traffic work—dealing so extensively with variable rates, classifications and other factors, and in addition being dependent on changing company volume—setting fixed sums per year for traffic is unworkable.

It is always possible to set goals to aim at, but that should be all. On the other hand, there is budgeting for the legitimate purpose of estimating on the basis of rate, profit- or sales-volume-predictions what traffic costs will be.

This raises the question of whether there is a "right" level of transportation costs in a given industry. Despite the fact that every

company's cost level will be different because of different quantities, classifications, routes, etc., many companies try to hew to the line of a fixed percentage of dollar sales.

The numerator is or should be based on outbound-freight costs. Equalization arrangements and other factors complicate inbound-freight costs and make their use generally inadvisable. In the food industry, the customary freight cost level is four percent; in drugs, it is about six percent. Top management should not take these levels too seriously. It is good practice to find out why one's own company runs above or below a given average or goal, but to try to keep costs down to what other people say they should be is to court serious trouble.

A few illustrations of how significant a flat-cost figure is: A drug house ships almost totally on a freight-allowed basis. Freight allowed is 10 percent. Anything above that is charged back to the customer. Is the limit, then, 10 percent? By no means. The company in almost every case absorbs excess freight costs without limit. The reason is simple: it wants to keep customer good-will. Another company ships f.o.b., freight prepaid. Theoretically, liability is the customer's once the goods are out of the plant. Also, the freight costs may be higher or lower—on the surface. Actually, with many companies leaning toward their customers, it all adds up to the same thing: absorb costs and absorb liability; *but keep that customer.*

Among traffic managers there is keen realization of the importance of increased and broader education. By the same token, top management needs educating on the importance of traffic management—on what it can contribute tangibly and intangibly to company well-being, and on the fact that the traffic manager is the one person in the industrial sphere capable of integrating all the elements of distribution. And when top management realizes that the distributive area of the economy is at least half of the whole economy, that sales and traffic are closely related and equals, and that any lopsided arrangement of powers would be like saddling Sinbad with another Old Man of the Sea, the biggest step toward efficient distribution will have been taken.

DISTRIBUTION ACTIVITIES

Classified and alphabetized by organization for the convenience of the reader

Highway Carriers

E. F. MacMillan has resigned his position as organizer and chief of the Government Traffic Section, American Trucking Assns., to open a Washington office as a transportation consultant specializing in government traffic and transportation matters. *Ralph D. Yates* has been named as successor to Mr. MacMillan.

Robert Adler has been appointed eastern division manager of Atlantic Freight Lines, Inc., in charge of terminals at Newark, Philadelphia and Baltimore. Mr. Adler's headquarters will be in Newark.

Officers of the Cleveland Motor Transportation Assn. elected April 11 are *R. W. Schulz*, Middle Atlantic Transportation Co., president; *R. Dale Post*, All States Freight, secretary; and *A. J. Wilson*, Wilson Motor Lines, treasurer.

Purchase by Consolidated Freightways, Inc., Portland, Ore., of all outstanding stock of Howard R. Williams, Inc., tank truck haulers, has been approved by Division 4, Interstate Commerce Commission.

C. E. Wilson, president, General Motors Corp., has announced the appointment of *Roger M. Kyes* as general manager of the GMC Truck & Coach Division.

William E. Mahon has been named district manager at Peoria, Ill., for Scherer Freight Lines.

Stanley Terminal, Inc., Louisville, Ky., has been organized to handle a three-building terminal project to be constructed in that city. Foster Freight Lines and Ziffrin Truck Lines, both of Indianapolis have arranged to lease one of the buildings. The project will include two buildings 50 x 200 ft. and one which is 120 x 200 ft. All will be air-conditioned.

Stockholders of United Van Lines, Inc., re-elected *William E. Lee* as president and general manager at a meeting in St. Louis on March 13-15. *W. W. Warren* was elected vice president; *William T. Middleberg*, secretary; and *William S. Kutschbach*, treasurer. Directors are *G. B. Homan*; *C. Fair Brooks* (re-elected); *John K. Gund* (re-elected); *Joseph Mrazek, Jr.*; *W. W. Warren* (re-elected); and *Quigley J. Driver*. The following directors-at-large were re-elected: *William E. Lee*, *William S. Kutschbach*, and *Benjamin D. Bernstein*. *Alfred J. Hicks* was elected to the position of director-at-large.

Members present discussed a program based on advertising and sales promotion

designed to put 1950 volume above the previous year. President Lee discussed the history of the organization, its progress since its founding in 1947, and future prospects.

Materials Handling

A group of materials handling engineers have developed a Detroit chapter of the American Material Handling Society with the purpose of establishing industry recognition of the importance of materials handling and of promoting educational programs. *C. C. Whiteford*, manager of the Material Handling Engineering Department, Ford Motor Co., is president. Other officials are *F. A. Dahlquist*, Penn Salt Mfg. Co., vice president; *R. N. Burgess*, General Electric Co., secretary; and *E. J. Salay*, Ford Motor Co., treasurer.

Hal White, Jr., has been appointed purchasing engineer for the Hyster Co., industrial-truck and tractor-attachment manufacturer of Portland, Ore., and Peoria and Danville, Ill.

Columbus Basile was elected vice president for operations, Link-Belt Speeder Corp., with headquarters at Cedar Rapids, Iowa.

New members of the Material Handling Institute: American Steel Institute, Cleveland; Crane and Engineering, Cleveland; Loudon Machinery Co., Fairfield, Iowa, and Signode Steel Strapping Co., Chicago.

Don W. Kelsey, materials handling engineer, Union Steel Products Co., Albion, Mich., will go to England in June to attend the British Materials Handling Show to be held in Manchester, June 6-17.

The Whiting Corp., Harvey, Ill., manufacturers of materials handling equipment, announced that it has taken over the belt and chain-conveyor business formerly operated as the Coburn-Foster Conveyor Co., Chicago. The chain and belt-conveyor product group will be headed by *Gordon Foster*, former president of Coburn-Foster, who will work under *A. E. Bottenfeld*, vice president in charge of Whiting merchandise sales.

Packing & Packaging

Sidney Frohman was elected president of The Hinde & Dauch Paper Co., Sandusky, Ohio, April 12. *Charles E. Frohman* was elected vice president and *W. F. Pfeiffer*, secretary-treasurer.

The Package Research Laboratory, Rockaway, N. J., a division of Stapling

Machines Co. doing research and development on wirebound boxes and crates, announced the appointment of the following: *Frank H. Wilson*, manager; Chicago; *G. H. Evans*, manager, Mercedes, Tex.; *Robert H. Esterson*, manager, eastern terminal markets; *G. C. Babcock, Jr.*, manager, Pasadena, Calif.; and *H. P. Bass, Jr.*, manager, Lakeland, Fla.

Printed Pressure Tape Co., self-adhering-label and marker-producing company, has been reorganized under the name of Cellotape Printers. The organization, now headed by *Prentiss I. Cole*, president, and *Wendell P. Dubbs*, vice president, has moved from Redwood City to the plant at Palo Alto, Calif. The production organization remains as before, but additional printing equipment has been installed.

United Board and Carton Corp., Syracuse, N. Y., has announced the election of *P. M. Loddengaard* as president. Mr. Loddengaard succeeds *Fred Enders*, who was named chairman of the board of directors. *W. S. Stuhr* was elected chairman of the executive committee.

Traffic

Frank D. White, Brightwater Paper Co., Adams, Mass., was elected president of the Berkshire Country Traffic Assn., Pittsfield, Mass. Other officers are: first vice president, *Elbert E. Dingwell*, New York Central Lines; second vice president, *John M. Kelley*, Cornish Wire Co.; third vice president, *Joseph F. Dastolie*, Browns Motor Express, Inc.; secretary, *William B. Preston*, freight traffic bureau, Chamber of Commerce; and treasurer, *Harry M. Collins*, Eaton Paper Corp.

John T. Hittinger, assistant to the general traffic manager of Bethlehem Steel Co., Inc., Bethlehem, Pa., has been promoted to assistant traffic manager.

Ken Waide has been appointed assistant manager of Ford Motor Co.'s Chicago plant traffic department. Mr. Waide was moved up to fill the vacancy left by *P. J. Boldenow* who was appointed head of the Ford Buffalo traffic division.

J. Percy Thompson has been appointed division traffic manager in charge of traffic and transportation of Gaylord Container Corporation, St. Louis, with headquarters at Bogalusa, La.

Fred M. Garland, general traffic manager, Pressed Steel Car Co., Inc., has moved his headquarters from Pittsburgh to Chicago.

The Raritan Traffic Club held its annual "Perfect Shipping" meeting in New Brunswick, N. J., on April 11. Among the speakers were *I. L. Hanson*, American-Hawaiian Steamship Co., who spoke on loss-and-damage on water shipments, and *Philip Davis*, New York and New Brunswick Auto Express, who discussed loss-and-damage on motor carrier shipments. Both speakers urged extra precautions by shippers in the selection of packaging.

Reading (Pa.) Traffic Club has elected *A. F. Schmidt*, Jones Motor Co., president. Other officers elected were: first vice president, *Harrison H. Adams*, Reading Co.; second vice president, *Earl D. Scheerer*, Carpenter Steel Co.; and secretary-treasurer, *Russell W. Geiger*, Hartman's Transportation Co.

L. R. Cowles, Standard Oil Co. has been elected president of the Traffic Club of Chicago. Other officers are *Arthur B. Murphy*, Rock Island & Pacific Railway Co., first vice-president; *Clayton F. Devine*, Silica Sand Traffic Assn. of Illinois, second vice president; *D. S. Mackie*, New York Central System, third vice president; *Otis A. Green*, United States Lines Co., secretary; and *R. J. Wallace*, Jacques Manufacturing Co., treasurer.

M. Tiziani has been elected president of the Traffic Club of Eastern Connecticut, Norwich. Other officers are: first vice president, *Russell Potter*; second vice president, *Richard McCusker*; treasurer, *Orville Sorenson*; and secretary, *LeRoy Jones*.

F. G. McCann, New York Central System, was elected president of the Traffic Club of Washington, D. C. He succeeds *W. E. Hayge*, chief of the central traffic service division, Bureau of Federal Supplies, General Services Administration.

Appointment of *Harry J. Carroll* as director of traffic for the Goodyear Tire and Rubber Co., Akron, Ohio, has been announced by *E. J. Thomas*, president.

James F. Day has been appointed traffic manager for the Minnesota Mining & Manufacturing Co., St. Paul, Minn. *Herbert P. Hedblom* is the new assistant traffic manager.

Warehousing

The following are new members of the Canadian Warehousemen's Assn.: *J. Robinson & Son*, Toronto, Ontario; *Reid's Moving & Storage*, Vancouver, B. C.; *Whittaker & Williams*, Saint John, New Brunswick; and *Congdon's Van & Storage*, Edmonton, Alberta.

R. C. Stokell, National Cold Storage Co., Inc., has been elected chairman of the Cold Storage Warehousemen's Assn. of the Port of New York. *J. K. Storer*, Manhattan Refrigerating Co., was elected vice chairman; *Leo J. Fisher*, Harborside Warehouse Co., Inc., Jersey City, N. J., secretary; and *Earl Cantor*, Kings County Cold Storage, Inc., Brooklyn, treasurer.

Newly elected officers of the Indiana Warehousemen's Assn. are: president, *William E. Ready*, Indiana Terminal and Refrigerating Co., Indianapolis; vice president, *L. S. Faure*, Great Lakes Warehouse Corp., Hammond; and secretary-treasurer,

E. T. Verbarg, The Tripp Warehouse Co., Indianapolis.

H. L. Fates, former executive vice president of the Manhattan Storage & Warehouse Co., New York, was elected president and a director. He succeeds *George W. Gerlach*, retired. *Robert L. Cammann* was elected a vice president.

The following companies have been admitted to membership in the American Warehousemen's Assn.'s Merchandise Division: *Burnham Warehouses, Inc.*, Columbus, Ga.; *Colonial Warehouse & Distributing Co., Inc.*, Rutland, Vt., and its branch at Burlington, Vt.; and *Great Western Warehouse, Inc.*, Minneapolis.

James W. Straub was elected treasurer of the Merchants Refrigerating Co., New York.

Philip G. Kuehn, vice president, Wisconsin Cold Storage Co., Milwaukee, is the new president of the Milwaukee Warehousemen's Assn.

The following new members have joined the National Association of Refrigerated Warehouses: *Patterson Cold Storage*, Jacksonville, Fla.; *Lancaster Ice Manufacturing Co., Inc.*, Lancaster, Pa.; *Polar Cold Storage*, Sioux Falls, S. Dak.; *Burbank Cold Storage*, Burbank, Calif.; *Puyallup Ice Co.*, Puyallup, Wash.

Vernon J. Wendt has been appointed assistant executive secretary of the National Furniture Warehousemen's Assn. under executive secretary *Eduard D. Byrnes*.

New members of the National Furniture Warehousemen's Assn.: *Bekins Van & Storage Co.*, Oklahoma City; *Corrigan Moving & Storage Co.*, Dearborn, Mich.; *Fireproof Storage Co.*, Lansing; *Kitto's Transfer & Storage*, Butte, Mont.; and *Kriegsman Transfer Co.*, Pekin, Ill. New foreign members include *Batenburg & Folmer, Ltd.*, The Hague; *Caniz & Company "Rapido"*, Guatemala City, Guatemala; *Demanagements Et Voyages Natural*, Le Coultre S. A., Geneva; *Ditta C. Stein*, Rome; *E. Fall*, Vienna; and *Eduardo Gou*, Mexico City.

Walter E. Grisham, secretary, *Scobey Fireproof Storage Co.*, San Antonio, Tex., has been appointed vice president and general manager of *Foreign-Trade Zone No. 6*.

J. K. Storer has been elected vice president and general manager of *Union Terminal Cold Storage Co., Inc.*, Jersey City, and *Manhattan Refrigerating Co.*, New York. *John J. Bryne* was elected vice president of both companies.

Miscellaneous

Peter Spalding has joined *Central American Steamship Agency, Inc.*, New York, as vice president and manager of traffic and operations.

Chicago chapter of *Delta Nu Alpha Transportation Fraternity* has elected *Samuel T. Iden*, Pennsylvania Railroad, the first president of the organization. Other officials include first vice president, *Everett Weathers*, Continental Can Co.; second vice president, *Marion A. Pool*, Burlington Road; treasurer, *L. E. Floyd*, Coca-Cola Co.; and secretary, *J. R. MacDonald*, United Airlines.

A. E. Enoch, Jr., Perkiomen Traffic, Inc., was elected president of the Lehigh Valley chapter of the *Delta Nu Alpha Transportation Fraternity*. Other officers include *J. F. Leach*, Branch Motor Express, Easton, first vice president; *W. H. Littee*, General Crushed Stone, Easton, second vice president; *Virgil Mascadi*, Perkiomen Traffic, Inc., secretary; and *C. L. Diefenderfer*, Pennsylvania Power & Light Co., treasurer.

The New York Chapter of the *Delta Nu Alpha Transportation Fraternity* is sponsoring an essay contest on "The Value of Traffic Education Towards Advancement in the Transportation Field." *James W. Harley*, director of traffic, *United States Rubber Co.*; *Robert J. Bayer*, editor, *Traffic World*; and *Theodore Whitman*, managing editor, *DISTRIBUTION AGE*, will serve as judges. Details can be obtained from the Secretary of the New York Chapter of the *Delta Nu Alpha Fraternity*, P. O. Box 1316, Church St. Station, New York.

M. M. Frost, vice president of *Eastern Air Lines*, has been named head of the airline's traffic and sales department. *Rodney W. King* has been appointed general traffic manager, succeeding *R. L. Turner*.

Robert H. Harris has been named assistant to the president of the *Mystic Terminal Co.*, Boston, and assistant general manager of *Marine Terminals* of the Boston and Maine Railroad, Boston.

J. W. Witherspoon, assistant general traffic manager, *United States Rubber Co.*, Los Angeles, succeeds *Irving F. Lyons*, traffic director, *California Packing Corp.*, San Francisco, as general chairman of the *Pacific Coast Transportation Advisory Board*. *George D. Cron*, traffic manager, *Chevrolet-Oakland* division of *General Motors*, Oakland, Calif., was elected vice chairman; and *Robert C. Neill*, traffic manager, *California Fruit Growers Exchange*, Los Angeles, was elected general secretary.

A. M. Cloninger, manager of traffic and warehousing, *Longview Fibre Co.*, Longview, Wash., has been elected president of the *Pacific Northwest Advisory Board*. *Mr. Cloninger* succeeds *Harold Stoddard*, traffic manager, *Soundview Pulp Co.*, Everett, Wash. Other officers are: vice president, *R. V. Boyle*, traffic manager, *Brown & Haley*, Tacoma, Wash.; and executive secretary, *L. R. Pugh*, president, *St. Maries Lumber Co.*, St. Maries, Idaho.

Peoria-Pekin District Shippers' Conference, Peoria, Ill., has elected *E. A. Conley*, asst. traffic manager, *Hiram Walker & Sons, Inc.*, Peoria, president. *J. Kanter*, *R. G. LeTourneau, Inc.*, Peoria, was re-elected secretary-treasurer, and *R. J. Rhodes*, traffic manager, *Caterpillar Tractor Co.*, Peoria, was elected vice president.

Southeast Shippers Advisory Board has elected *John C. Sanford*, traffic manager, *Chicago Bridge & Iron Co.*, Birmingham, Ala., general chairman. *Louis A. Schwartz*, general manager, *New Orleans Traffic and Transportation Bureau*, was elected vice chairman; and *J. F. Moore*, assistant traffic manager, *Savannah Traffic Bureau*, was elected general secretary.

OBITUARIES

Richard F. Baughman, 32, secretary-treasurer, Stelzer Truck and Storage Co., Lima, Ohio, March 22.

Earl E. Congdon, owner of the Old Dominion Freight Line, Richmond, Va., March 22. He was a member of the Richmond Traffic Club and the Virginia Highway Users Assn.

Vincent P. Golden, asst. general traffic manager, Union Bag & Paper Corp., New York, April 13. Mr. Golden was treasurer of the Metropolitan Traffic Assn. of New York, Inc.

Barkley F. Johnston, President and general manager, Union Terminal Warehouses, Los

Angeles, and a past president of the California Warehousemen's Assn., March 29.

J. Curtis Platt, 62, president, Mississippi Central Railroad Co., United States Lumber Co., and J. J. Newman Lumber Co., March 19.

Albert F. Ruby, general manager, Columbia Storage Warehouse Co., Boston, March 23. He was a past president of the Traffic Club of New England.

Paul Smith, Manhattan Refrigerating Co., New York, March 24.

Ezra H. Warren, Detroit, a director of the Michigan Movers and Warehousemen's Assn.

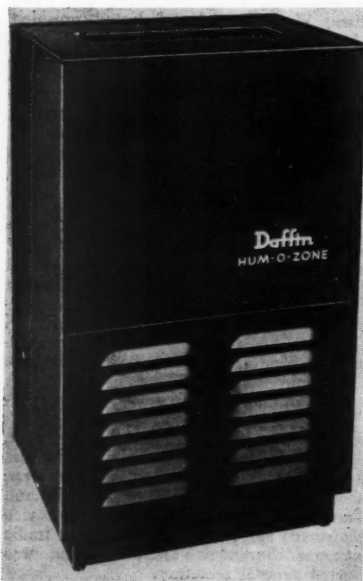
PRODUCTS

(Continued from page 47)

idler, "H"-type stands with return idlers, choice of belt and standard 10-ft. sections of roller or slider-bed conveyor. Belts range in width from 8 to 36 in. Drive unit includes gear-head motor with 10-in.-diameter pulley.

Fully Adjustable Humidifier

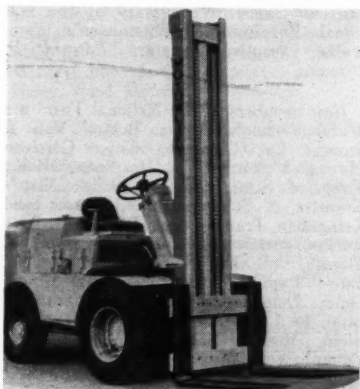
Daffin Mfg. Co., Lancaster, Pa., announces a new type of heavy-duty, fully adjustable, high-capacity industrial humidifier. Hum-O-Zone, which is 22 in. deep by 26 in. wide by 42 in. high, uses a high-pressure pump to break up water to a degree which renders the droplets acceptable to the air. Discharges 750 cu. ft. of air per minute and requires only a cold-water supply and 110-volt AC current. Amount of air and moisture discharged can be adjusted to individual needs. No water drain is



necessary and automatic control can be mounted on wall within radius of 25 ft.

Fork-Truck Line Enlarged

Service Caster & Truck Corp., Albion, Mich., has broadened its Motow-lift line of fork trucks to include models in the 4,000- and 6,000-lb.-capacity class. The Ford 6-cylinder



industrial engine of 226 cu.-in. displacement provides the power for these dual - pneumatic - tired units. Heavy-duty integral drive axle and constant-mesh transmission by Timken is provided, together with a spe-

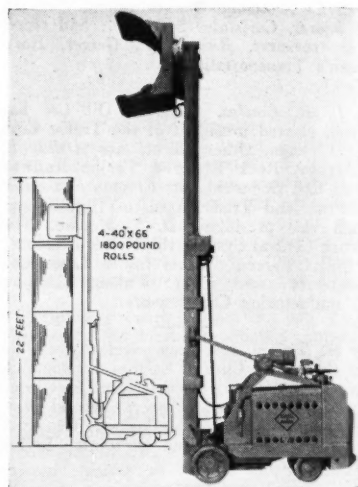
SITUATION WANTED

Man 48 years old, in excellent physical condition, with over 25 years of merchandise warehousing and marine terminal operation experience in executive capacity. Thoroughly versed in operations, sales, advertising, insurance, traffic, etc. Special training in materials handling and pallet system. Location secondary, with good progressive establishment, with post war expansion plans. Can furnish unquestionable references, all past business career and achievements Box U 314 c/o DISTRIBUTION AGE, 100 East 42nd St., New York 17, N. Y.

cial Borg-Warner clutch said to be replaceable in two hours without removing engine or transmission. Unit has single-lever automotive-type gear shift, mast channels of 3/4-in. extra-strength steel, and lifting chains with strength of 24,000 lbs.

Record High-Stack

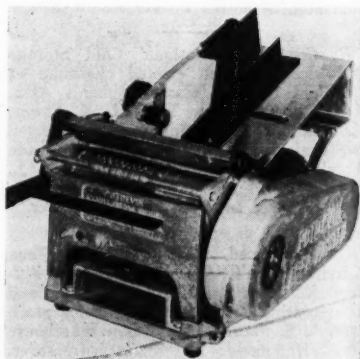
A Los Angeles newspaper is using an electric fork truck equipped with an adjustable-pressure-type hydraulic clamp to stack rolls of newsprint



four-high to a record height of 22 ft. Standard rolls are 40 in. in diameter, 66 in. long, and weigh 1,800 lbs. Truck was designed and manufactured by **Elwell-Parker Electric Co.**, Cleveland, which has also developed a roll-stacker reaching 17 1/2 ft. for a Chicago company.

Semi-Automatic Label Paster

A light touch on a rod delivers a glued label to the operator of the new semi-automatic Feed Label Paster developed by **Potdevin Machine Co.**, Brooklyn, N. Y. Ungummed labels up to 5 1/2 in. wide are stacked in an adjustable hopper. Unit is 7 1/4 in. wide and 11 1/2 in. long, and is equipped with a 1/20 h.p. motor. Amount of adhesive applied to label is controlled by a dial regulator.



Getting down to *Cases*

By LEO T. PARKER
Legal Consultant

PACKAGING

Packaging of merchandise obviously has an important effect on the profit or loss sheet of any corporation manufacturing, distributing and selling saleable merchandise. Recently the higher courts rendered several outstanding decisions on this subject.

Things You Can Do

YOU CAN refuse to pay wages specified by the Fair Labor Standards Act to employees engaged in processing merchandise or doing associated work.

In *McComb v. Consolidated Fisheries Co.*, 174 Fed. (2d) 74, it was shown that the latter has a plant in which fish are processed into Grade A and gurry oil. After the close of the fishing season in October or November most of the manufacturing employees return to their homes. However, a skeleton crew remains during the summer to clean conveyors, flights, drives, chains, and filters, and to drain slots and sediment tanks.

The Administrator of the Wage and Hour Division sued the company to enjoin violations of minimum wage overtime and record-keeping requirements of the Fair Labor Standards Act in respect to the employees in this skeleton crew. The Administrator contended that these employees were not exempt from the Fair Labor Standards Act because their work was not processing fish, and the law exempts only employees who do processing work.

The higher court decided that the employees were exempt from the Fair Labor Standards Act and held that the company need not pay them wages specified by this Act.

YOU CAN expect that the court will decide in your favor in a suit involving payment of insurance if a clause in the insurance policy is ambiguous. Where an insurance policy is ambiguous it will be construed against the insurance company.

For illustration, in *Great American Insurance Co. of New York v. O. K. Packing Co.*, 211 Pac. (2d) 1014, Okla., it was brought out that a packing company held a policy which contained a clause stating that the policy did not cover losses caused by explosions originating within steam boilers, steam pipes, etc.

One day an explosion originated in a prime steam tank used in the pack-

ing plant for rendering lard and tallow from waste and scrap meats. The tank rivets holding the valve at the base of the tank were sheared out of their holes by the explosion, sending the tank and its contents through the roof of the plant. It fell 300 yds. away.

In subsequent litigation the higher court held that the insurance policy covered the loss. The court said:

"Where the language of an insurance policy is ambiguous or susceptible of two different constructions, it will be strictly construed *against* the insurer, and that construction adopted which is most favorable to insured."

YOU CAN increase the wages of your employees without violating the labor laws.

In *National Labor Relations Board v. Crompton-Highland*, 69 S. Ct. 960, it came out that a committee of a union was engaged in collective bargaining with a plant owner on rates of pay. Without prior consultation with any member of the bargaining committee, the plant owner announced a general and substantial increase in the rates of pay of his employees.

The Supreme Court of the United States held that an employer violates the law by such conduct *only* when the testimony shows that he did not act in good faith.

Things You Can't Do

YOU CAN'T make a valid contract with an injured employee to accept a sum of money in full settlement of his claims under the State Workmen's Compensation Act.

For example, in *Miller v. Schlereth Electric Co.*, 36 N. W. (2d) 497, Nebr., it developed that while an employee was engaged in dismantling an electric refrigerator the unit exploded, causing liquid to penetrate his eyes and enter his lungs. He filed a petition under the State Workmen's Compensation Act for compensation and signed a release for further compensation payment, accepting \$4,927. Later the employee filed suit and asked the court to set aside and vacate the settlement. The court held in favor of the employee, stating:

"In a case of total disability, the injured employee cannot, for the purpose of making a lump-sum settlement, agree upon a percentage of disability less than he actually has at that time."

YOU CAN'T label merchandise in any manner which indicates a cure for users.

In *Colusa Remedy Co. v. United*

States, 176 Fed. (2d) 554, testimony showed that a manufacturer attached labels to his packaged merchandise which read, "Continue treatment until skin is smooth and comfortable." Government agents condemned various shipments in interstate commerce on the ground that they were misbranded because the labels directed treatment "until skin is smooth and comfortable."

The higher court held that the drug was misbranded because the statement indicated that it would cure or alleviate disease. The manufacturer argued that the statement "Continue treatment until skin is smooth and comfortable" did not guarantee a cure. The court held otherwise, saying:

"The meaning and implications of 'Continue treatment until skin is smooth and comfortable' . . . certainly implies that the 'smooth and comfortable' condition of the skin will be the result of the treatment, and that the Colusa Oil when used as directed is an effective agent which will produce such a result. It is true the words 'cure' or 'cured' are not used, but . . . we think the interpretation of the labels by the trial court is reasonable."

MARKETING

During the past few months the higher courts in different localities have rendered several outstanding decisions affecting the legal rights of buyers and sellers of merchandise. Knowledge of these decisions should help readers avoid similar suits and win those which are unavoidable.

Things You Can Do

YOU CAN avoid liability on verbal statements and guarantees made by your salesman by inserting a special clause in the contract of sale. Both buyer and seller are bound by a clause in a written contract which states that the contract is the "entire" agreement between the parties and that all past verbal contracts, promises and guarantees are cancelled.

In *Zone Co. v. Service Co., Inc.*, 57 Atl. (2d) 362, N. J., testimony brought out that a purchaser bought 330 gal. of heavy-duty roof coating and that the written sale contract contained this clause: "It is mutually agreed between buyer and seller that this order contains the entire agreement of the parties and neither customer nor seller shall be bound by any agree-

ments not contained in the original of this Order."

The buyer refused to accept and pay for the **roof coating on the ground** that at the time the written agreement was signed the salesman promised that shipment would be made at once, and that the shipment was not actually made until more than a month later. In other words, the purchaser contended that the seller had breached the contract.

The higher court held that in view of the above clause the buyer had to pay for the roof coating, stating:

"In action on a sales contract stipulating that the writing embodied the entire agreement and that neither seller nor buyer was bound by agreements not contained therein, evidence of extrinsic agreement for delivery at fixed time and by specified carrier was inadmissible as in contradiction of agreement."

YOU CAN hold a corporation responsible on a contract signed by an official, even though the directors of the corporation do not approve the contract.

For example, in *Morgan v. Cedar Grove*, 41 So. (2d) 521, La., evidence proved that the president and general manager of a corporation made a contract with a purchaser in which the corporation agreed to sell a specified quantity of merchandise. Later the corporation officials refused to fulfill the terms of the contract, and the purchaser sued to recover damages.

It was contended that the sale contract was invalid because the president, who signed the contract, had no authority to obligate the corporation, since he was not authorized by resolution of its board of directors to make such a contract.

Nevertheless, the higher court held the corporation liable for breach of the contract, declaring:

"The contract in the instant case was in the scope of defendant's [corporation's] business. The contract was one which was within the apparent or implied authority of . . . president and general manager of the corporation."

YOU CAN hold a seller liable on a sale contract where the testimony shows that he intentionally misrepresented the quality of the merchandise.

In *Gris v. Tucker*, 216 S. W. (2d) 276, Tex., testimony showed that one Tucker went to a truck dealer to obtain a motor truck. The seller told Tucker he had three trucks—two 1946 models and a 1947 model. Each was priced at \$1,750. Tucker decided to take the 1947 model and made a deal by which the seller accepted Tucker's 1942 model truck in trade at \$500, and \$1,250 in cash. Hence Tucker actually paid \$1,750 for the truck.

Tucker operated the truck for sixty days and was well pleased until he noticed that the license receipt had been changed from 1946 to 1947. He became convinced that it was a 1946 model and finally went to the seller and asked for an adjustment of the difference in the value of a 1946 and a 1947 model. The seller refused to make any adjustment, arguing that Tucker had examined and driven the truck before making the purchase and that he should have known it was a

1946 model, since he was well acquainted with Ford truck models.

Nevertheless the higher court held that the seller had to pay Tucker heavy damages. The court stated:

"It is the settled rule that covenants, promises and assertions made by a seller concerning the quality of an article sold, if relied upon by the buyer, amount to warranties. . . . There was ample testimony to the effect that a Ford dump truck of 1946 model was worth on the used car market from \$300 to \$350 less than a 1947 model Ford dump truck."

This court explained further that if the seller had proved that before making the deal for the truck Tucker had known that it was a 1946 model instead of a 1947, the seller would not have been liable. A purchaser cannot recover damages based on a seller's fraud or warranty if the purchaser knew before he made the purchase contract that the seller was practicing fraud. On the other hand, a seller always is liable for fraud or guarantee if the purchaser purchased the merchandise when relying on fraudulent statements made by the seller.

See *Morriss Co. v. Huss*, 113 S. W. (2d) 891. This court held that when testimony shows that the buyer does not know whether the representation made by the seller is true or false, and he relies upon the statements of the seller, the latter is liable on a guarantee. Hence, where the seller breaches such warranties the purchaser may sue and recover damages equal to the difference between the value of the guaranteed merchandise and the actual value of the goods delivered to the purchaser.

YOU CAN demand a jury trial in a suit involving false representations of merchandise made by a seller.

In *White v. Deer Co.*, 68 Atl. (2d) 337, N. J., a purchaser sued a seller for damages based on sale of machinery. He testified that the seller told him the machinery was in good working condition and that he discovered soon afterward that it was not. The seller vigorously denied this testimony, but the jury believed the purchaser and held that he could recover \$450 in damages. The higher court approved the verdict, and said:

"While the representations were in partial dispute between the parties, these do not prevent the right of the plaintiff . . . to have that dispute settled by the jury."

YOU CAN expect to be liable on a guarantee, whether or not you make an *express* guarantee, if testimony shows that the merchandise is not reasonably free from defects, is not suited for the buyer's intended purposes, or is not worth the purchase price, provided you know for what purposes the buyer intends using the merchandise and provided the buyer relied on your honesty.

For example, in *Bonnette v. Pontieux*, 41 So. (2d) 127, La., it came out that a purchaser purchased a used bus and that the seller knew how the purchaser intended using the bus. After the first trial run the purchaser discovered that the bus had numerous defects, and he sued the seller to rescind the contract and recover the purchase price.

In holding in favor of the purchaser, the higher court said:

"A seller warrants the thing sold as being fit for the intended purpose unless such warranty is expressly waived."

YOU CAN prevent a competitor from adopting or using a trade-name or trademark similar to the one you have been using. No one can use either a trademark or a trade-name which confuses the public.

Modern higher courts consistently hold that a person cannot use his own name in a business enterprise if the usage is unfair to competitors and confuses the buying public. Hence, while every person has the right to conduct a business under his own name, he cannot resort to any artifice calculated to mislead the public as to the true identity of his business.

For example, in *Katz Drug Co. v. Katz*, 217 S. W. (2d) 286, Mo., testimony showed these facts: In 1915, two brothers named Isaac and Michael Katz founded a corporation. From the very beginning they used the name Katz Drug Co. The name "Katz" was printed in a distinctive script.

A man named Jerry Katz opened a new business near the Katz Co.'s location and on the front of the building he had the name "Katz" painted in distinctive script. The Katz Drug Co. filed suit and asked the court to grant an injunction prohibiting Jerry Katz from using his name in this manner. The higher court granted the injunction, asserting:

"Under present general law, the use of another's mark or name, even in a noncompetitive field, where the object of the user is to trade on the other's reputation and good will, or where that necessarily will be the result, may constitute unfair competition. . . . It will be noted that the judgment does not prohibit defendant from using the name 'Katz' in any other manner which does not copy or imitate plaintiff's trade-name so closely that it would tend to confuse and mislead the public. In other words, he is not denied the right to use his own name generally, but is only prohibited from using it in such a manner as to infringe upon the trade-name of plaintiff."

This court also explained these facts: A trademark is a sign, device or mark by which merchandise produced or dealt in by a particular manufacturer or seller is distinguished or distinguishable from merchandise sold by others. A trademark must be affixed to the goods or articles. A trade-name is descriptive of the manufacturer or dealer and is the name of the business itself.

Things You Can't Do

YOU CAN'T make slanderous statements to or against an employee without being liable in damages. Very frequently the courts are asked to decide, "What is slander for which an employer is liable in damages?" The answer is this: Words are legal slander if a jury decides that hearers or witnesses are caused to be suspicious of the person to whom the words are spoken.

(Continued on page 74)

SPECIAL L.C.L. SERVICE?

(Continued from page 23)

ing to improve l.c.l. or other service must recognize the bad experiences that shippers and receivers have endured in the past. There have been "new" services in the past, but all too frequently shippers have begun to use the "new" service only to find that the railroad without any advance warning suddenly discontinued the operation. When inquiry was made, the carrier's representative generally replied, "Not sufficient tonnage to warrant continuance." This does not appear to be the case with Central's custom service. Not a shipper using the service has been dropped.

In cases of discontinuance, the railroad does not follow the basic principles of good salesmanship. "Make a promise and then perform in accordance with the promise." This is fundamental in any sales effort. To build up sufficient tonnage to make the service profitable, a railroad should start its new service and continue it in operation even if the trend line of volume or profit does not soar like a rocket. As any other business establishment, the railroad should then send out its salesmen (solicitors) to drum up trade. Continued effort in sales work and continued operation of an efficient service would eventually begin to show results.

It is devoutly to be hoped that the representatives sent by the railroads to investigate clients for special train service have a high degree of competence. No doubt, those railroads seriously concerned with l.c.l. traffic will use only highly trained men. Certainly, the competence displayed by some railroad representatives is regrettable, as witness the following episode.

A certain manufacturer required a rail siding connection with a railroad. The railroad officials told the manufacturer that a siding connection was impossible because of the particular location of his plant with respect to the railroad right-of-way.

In desperation, the manufacturer hired an engineering firm to

study the situation. The consulting firm came up with plans which proved there were seven different ways by which a siding connection could be made. On the strength of these findings the siding connection was finally installed.

The situation the shippers and receivers face today due to uncertainty as to railroad schedules and reliability generally, is illustrated by another recent experience. A shipper of l.c.l. freight, located at an eastern point, found it necessary to ship samples of his product to western and mid-western jobbers. A specific "dead-line" date of shipments had to be met, and a similar definite date of delivery was essential.

This shipper preferred to use rail service and hoped to do so in forwarding the samples. However, not being able to rely on the so-called scheduled-time-in-transit, he had to discard any plans for rail shipment. He then gave con-

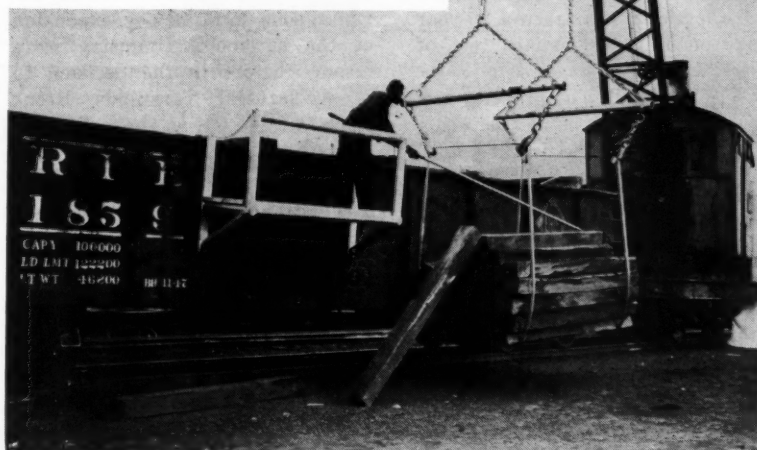
sideration to Express, despite the higher rates, but based on recent experience he doubted that he could rely on the promised quick delivery. As to using motor truck, he investigated and discovered that the truck service from his point of origin was comparatively slow to most of the destinations in question. Much against his desire, he was compelled to break down the size of the individual consignments and use parcel post. He had found that parcel-post shipping was more reliable than shipping by any other agency.

There we have a case where a shipper preferred to use the "free-enterprise" carriers, but was compelled to use the facilities of a governmental agency to meet the situation with which he was confronted.

The writer of this article strongly favors the use of the services of the private-enterprise carriers, even at higher rates. However, in instances such as that indicated in the foregoing illustration, it would be almost suicidal.

High Costs Strapped

Brainard Steel Co., Warren, Ohio, manufacturers of steel strapping, has been instrumental in developing a way to load, unload, and distribute railroad ties which is said to cut costs 30 per cent. Slack heavy-duty strapping is placed around tramload of ties at treating plant, forming a sling. Unloading along right-of-way can be done two ways: (1) Entire tramload of ties is lifted from car and placed on subgrade at desired point; (2) (shown) Special lift designed by Brainard lifts tramload from car and suspends it above roadbed. As train proceeds, man on catwalk pulls one tie at a time from bundle and drops it parallel to rails.



ROLL AND LOAD

(Continued from page 36)

is building the rail terminal, which will consist of eight spurs running inside a one-story structure able to accommodate roughly eight 9-car trains. At one end of the building there will be a parking area for trucks and trailers, and one side of the structure will have a platform for a dozen or more truck-trailers. (Certain details are still to be worked out, so that final plans may differ slightly from those outlined above.)

The Weehawken terminal will have a certain advantage over the other United Fruit terminals. At San Francisco, Seattle and New Orleans, the conveyor installation was made to fit existing conditions; the Weehawken terminal is starting from scratch. It will differ

from the other installations in that the belt conveyor, an integral part of the present systems, will be eliminated. The stems will move on the conveyor all the way from gantry to highway carrier or rail car. This will cut out a transition point.

The new terminal will have four gantries able to supply eight freight trains plus several truck-trailers. The installation is scheduled for completion some time in 1951.

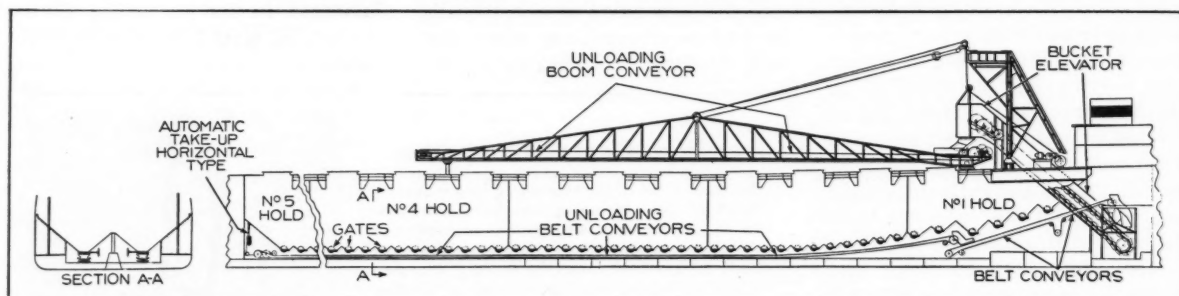
Bulk Handling

A number of cargo ships on the Great Lakes are utilizing self-unloading equipment to minimize the cost of bulk-cargo handling. Bulk

commodities like coal are particularly well suited to systems which combine bucket elevators with conventional belt conveyors and belt-boom conveyors. Dimensions of belts and boom may be varied with the particular installation. The *S.S. Osler*, for example (see illustration below), has a 200-ft. boom carrying a 54-in. belt. The two belt conveyors in its hold measure 303 ft. each.

Coal-handling costs, incidentally, are of major concern to the Great Lakes water carriers these days. In order to by-pass the Chicago bottleneck, many shippers are routing coal for the Northwest across Lake Michigan to the port of Milwaukee. From here it is transhipped by rail.

Elevation drawing of unloading equipment on *S.S. Osler*, a Great Lakes bulk carrier. Note inclined bucket elevator taking coal from two belt conveyors in hold to boom conveyors.



Lease "World's Largest Public Warehouse"

NATIONAL Terminals Corp., Cleveland, has taken a 20-year lease on 1,600,000 square feet of space in the Schlegel Air Force Base, Cleveland. The property will be operated as a public merchandise warehouse—the world's largest under one roof, believes A. B. Efroymsen, National's president.

The U. S. Government is the lessor, and negotiations were handled through the Air Force. The lease, which became effective May 1, is subject to termination in the event of a national emergency.

Development of the airport section of Greater Cleveland and acceptance of that section of the city

by Ford and Chevrolet as an advantageous location for expansion of the automobile industry were strong factors in the decision to open National Terminals Brook Park Warehouse, as the new facil-

ity will be known, Mr. Efroymsen said.

Applications for space have already been received from companies serving the automobile industry, it is stated. However, Mr. Efroymsen points out, "The business we plan to handle is not confined to the automobile industry." The property lends itself to the storage of every variety of merchandise, Mr. Efroymsen added.

Complete mechanization, and alterations increasing rail and truck facilities are planned. The property which is within Cleveland's switching district, is served by the New York Central Railroad.

SITUATION WANTED

Warehouse Manager—business builder—twenty years experience in household and commercial export accounts — with active following—wishes to contact owner of fire-proof warehouse—who is interested in building this type of business. Proper facilities and convenience to piers important. Prefer Metropolitan New York.

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Public Warehouse Section

Warehousing is an integral part of distribution in several ways. Public warehouses are not merely depositories for the safeguarding of personal effects or industrial commodities; many are equipped to perform a wide range of services in addition to storage. Among those services are:

Bottling, boxing, financing, fumigating, grading, handling, hauling, labeling, motor transportation moth-proofing moving, operation of public truck scales, quick-freeze facilities, rental

of space for manufacturing, offices and showrooms, rigging, sales representation, sample distribution, sorting, stevedoring and various other functions for efficient and economical distribution.

This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

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Receiving—STORAGE—Handling.
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COMMERCIAL WAREHOUSE CO.

This ultra modern warehouse property with six car siding on the Rock Island is completely mechanized. We offer general merchandise warehousing at its best, including pool car distribution, office and display facilities and loans on stored commodities.

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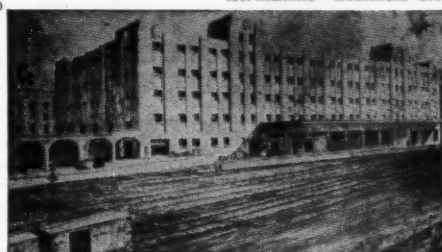


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ARKANSAS

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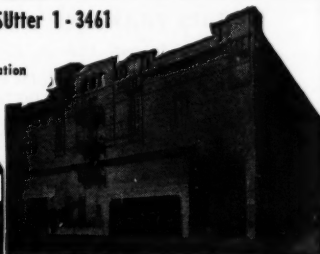


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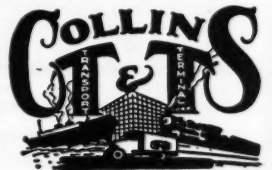
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Building 3, Miami International Airport—Terminal Area.



LETTERS TO THE EDITOR

(Continued from page 10)

Yet, we would also have liked to attend the Mayflower Convention to meet those with whom we are associated through the Aero Mayflower Transit Company's operation. Had we attended all three conventions this year it would have cost approximately \$2,500 in travel, hotel, and convention expenses, which certainly is a sizable sum for a business in a city with a population of 50,000 to stand as an expense item.

In attending these national conventions I am always impressed with the fact that the warehousemen who should be in attendance are the very ones who are not there. The leaders in the industry are cognizant of the hazards of their business, the need of standardization of forms and office procedure, modern facilities and mechanized operation, and aggressive sales methods.

Yet we all must recognize the one-track operator doing general trucking who finds it necessary to store a small lot of household goods or a small shipment of merchandise and by accident wakes up to the fact that he is in the warehousing business. He may rent an old tin shed or store the goods in the corner of his garage, unmindful of any of the liabilities he has assumed in the storing of goods. Later he develops a larger volume, obtains a more creditable building, and is in some phase of warehousing.

For such an operator with a small volume to attempt to attend more than one convention would be entirely out of the question, while if we had one general warehousing association meeting in some central point he might well afford to spend as much as 10 days or two weeks in one convention profitably.

In checking through your Directory we are amazed at the large percent of the warehousemen handling both household goods and merchandise. There is also a substantial number in both cold and dry storage.

We do hope your suggestion that one warehousing association be established to cover all phases of the industry is accepted and approved. We all chafe under the repetition of government bureaus doing business in an extravagant manner, while we as warehousemen are following the same procedure by not having one central association covering all phases of our operation.—M. A. Compton, Compton Transfer & Storage Co., Boise, Idaho.

T. M. Likes Warehouse Service

To the Editor:

I view with concern your attitude toward the Commodity Credit Charter Amending Act editorialized on page nine of your magazine for March, 1950.

By what right or token does the

United States Government deem it necessary to enter the warehousing business?

Our record of services with warehouses throughout the western portion of the United States has been on a very satisfactory level. At no time have we experienced difficulty in the handling of our freight due to a shortage of warehousing space.

In my associations with various traffic organizations, I have not met the man who complained to any great extent about the warehousing services he has had. The legislation, which certain groups are attempting to foster, seems entirely without factual basis, and information should be more widely distributed as to the why and wherefore of this legislation. I would make one suggestion along this line: that every individual who has the usual warehouse services as they exist today write his congressman and make his interest known. It is only through such action that the legislators will have the necessary opinions of their constituents. With this information, they will be properly able to cast their votes.—Robert A. Widmer, Traffic Manager, The Cleveland Cap Screw Co., Cleveland.

Directory Praised

To the Editor:

Received 1950 Directory; it is the best you have ever put out. I think it is wonderful. — Thomas Jackson, President, Jackson Storage & Van Co., Chicago.

(Continued on page 82)

and Firms are Arranged Alphabetically

MIAMI, FLA.

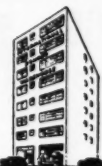
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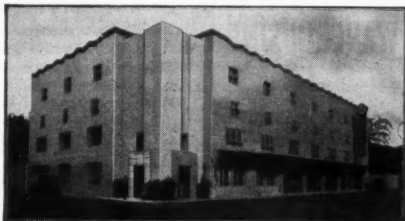
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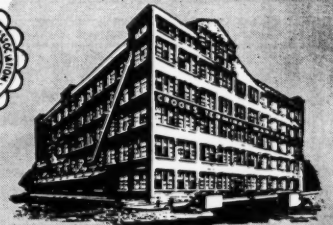
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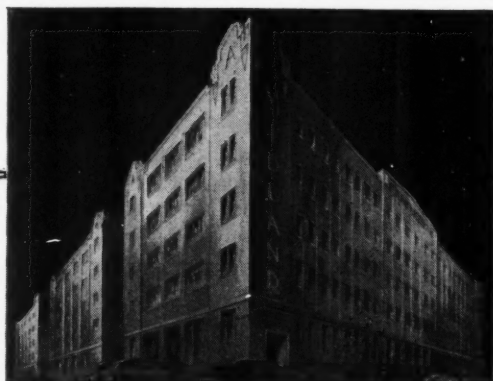
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Interstate moving of H.H. goods—Nationwide agents and warehouse facilities in all key cities. I. C. C. Certificate MC 42866



TO TRAFFIC MANAGERS: Our tariff is very low. Wire or write us when transferring personnel.



**Locate your Office
and Warehouse in Chicago's
NORTH PIER TERMINAL**
(365-589 E. Illinois Street)

You'd be on all rail and truck lines

Keep your office and your warehouse together in North Pier Terminal—make use of these advantages to save and make more money.

All shipping facilities at your north and south doors and in the basement. RAIL—TRUCK—TUNNEL. Track capacity 120 cars. Platform capacity for 100 trucks. LCL freight shipments to all railroads direct by tunnel. Many services cut your payroll. Low insurance. Heavy floor load. Flexible space. Convenient to transportation, hotels and "Loop." Pleasant working conditions. Ample parking. See for yourself, or write. Also general storage . . . earload in transit storage . . . pool car distribution . . . U. S. Customs Bonded . . . each in separate buildings.

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Close to the Loop District, these two co-operated warehouses offer quick, efficient and economical service to stores and distributors in Chicago and the Mid-West.

PRODUCERS WAREHOUSE CO.

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Prompt Deliveries

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For Distribution in CHICAGO Use

SYKES SERVICE

Fully sprinklered warehouse building for merchandise storage exclusively.

Centrally located—only 12 minutes from the loop. Complete warehouse service with personal supervision. Pool Car Distribution.

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Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

SOO TERMINAL WAREHOUSE "The Economical Way"

Division of Beatrice Foods Co.

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Year-round candy storage, pool car distribution, negotiable warehouse receipts. Storage in transit. One-half million sq. ft.

Customs Bonded
Unlimited Floor
Load Units for
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Near the Loop



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WAKEM & McLAUGHLIN, Inc.

Estd. 1886

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ADVANCES MADE

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Prompt Delivery and Best of Service
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A half million feet of modern warehouse space where you have every advantage for receiving, shipping and reshipping. Track space accommodates 360 railroad freight cars. 70 ft. covered driveways practically surround the clean, light and airy warehouse.



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Joliet, Illinois

MERCHANDISE STORAGE AND DISTRIBUTION
Best distributing point in Middle West
Located on five Trunk Lines and Outer Belt which connects with every road entering Chicago. No switching charges.
Chicago Freight Rates Apply

JOLIET, ILL.

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Phone—Joliet 5276


Merchandise Storage and Distribution
The only completely Palletized warehouse in Joliet
Pool Car Distribution • Motor Freight Service
Located on Rock Island R. R. • Free Switching

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WILL COUNTY WAREHOUSE COMPANY
formerly Joliet Mfg. Co., which was Established 1848
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Offers 50,000 Sq. Ft. of modern warehouse space, located on the CRI and PRR Roads. Private siding and free switching. General Merchandise storage.

Automatically Sprinklered Throughout
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Merchandise & Household Goods Storage—Moving & Crating
105,000 Sq. Ft. • One Floor • Brick Construction •
Sprinklered • Heated • Private Siding
18-Car Capacity • 11 Trucks
Free Switching by: CCC&STL • Santa Fe
• Illinois Central • Alton • Rock Island
• Chicago & Illinois Midland • and P&PU
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MEAD JOHNSON TERMINAL CORP.
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"Where Waterway . . . Railway . . . Highway Meet"

With the most modern and most unusual River-Rail-Truck Terminal and Warehouse in the United States. Sprinklered—A.D.T.

Located only ninety miles from the country's center of population. Served by six large railroads, many motor freight lines and the American Barge Line, Mississippi Valley Barge Line, Union Barge Line and independent towing operations.

Merchandise and food commodities of every description, from every part of the globe, can conveniently reach, be economically stored, and then efficiently distributed from Evansville.

Write for booklet completely describing the many unusual services available.

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PE n 6-0967

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COMPLETE STORAGE AND DISTRIBUTION SERVICE

The TERMINAL WAREHOUSE, Inc.
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**FIRE RESISTANT BUILDING
POOL CAR DISTRIBUTION—
PRIVATE R.R. SIDINGS — LOW INSURANCE RATES**

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FORT WAYNE [WITH MIGHT AND MAIN] STORAGE CO. [THE SAME]

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FIREPROOF AND NON-FIREPROOF BUILDINGS
Pittsburgh, Fort Wayne & Chicago R. R.; Grand Rapids & Indiana R. R.,
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FORT WAYNE, IND. Exclusively

Merchandise and Cold Storage
Modern Fireproof Warehouses—Centrally Located—P.R.R. Siding—Lowest Insurance Rates—Pool Car Distributors—Local Cartage Service—Branch Office Service.

MITCHELL SALES & STORAGE, INC.
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Warehouse Receipts on Staple Commodities



There appears to be a crying need (to use a worn phrase) for a greater role for traffic management in the operations of industrial concerns. More than this, it appears imperative that this role not be dependent on the ups or downs of the business cycle but be greater and greater no matter how transportation costs fluctuate. See the June issue of Distribution Age for a discussion of this problem, in the light of current transportation developments.

and Firms are Arranged Alphabetically

FORT WAYNE, IND.

Members of MayWA-AWA



PETTIT'S STORAGE WAREHOUSE CO.

414 E. Columbia St., Fort Wayne 2, Ind.
MDSE. & HHG. POOL CAR DISTRIBUTION
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Established 1929

General Merchandise Storage and Distribution
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own fleet of trucks.

GARY WAREHOUSE CO.

10th & Massachusetts St., Gary, Ind.
Phone Gary 6131

INDIANAPOLIS, IND.

Phone Market 4361

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Sprinklered Warehouses Office Rooms
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Down Town Location with RR tracks in building.
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Merchandise Storage • Private Sidings, N.Y.C.
Pool Car Distribution • Office Space

Represented By
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INDIANAPOLIS, IND.

Riley 5513

A Complete Service

STROHM WAREHOUSE AND CARTAGE COMPANY

359 W. RAY STREET, INDIANAPOLIS

OPERATING 53 TRUCK UNITS

General Merchandise—Pool Car Distribution
Modern Motor Trucking Service
Check Out Service
All Merchandise On Check Out Cars Placed
On Platform Ready For Delivery
Reciprocal Switching, All Railroads
Store Door Delivery and Pick-up for
N. Y. C. R. R.



Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

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"Take a Tip, Store With Tripp"

THE TRIPP WAREHOUSE CO.

1001 East New York St. Indianapolis 7, Ind.

Store with an Old Reliable Firm.
In Business for 65 Years.

General Merchandise — Farm Machinery
Specialize in Electrical Appliances and Food Stuff.
Pool Car Distribution. Check Out Service.
Storage in Transit. Reciprocal Switching All RR's.
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PE 6-0767



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Merchandise Storage and Distribution a Specialty

Pool Cars Solicited
Motor trucks for store door delivery—Our clients do the selling—We do
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General Merchandise Warehousing and Distribution.
Cold Storage.

Modern Brick Warehouse, Sprinklered 80,000 Square Feet.
Siding on C. M. St. P. & P. Rd. Free Switching from Other
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Member of A.W.A.—N.F.W.A.—Agents United Van Lines, Inc.



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MODERN WAREHOUSE
AND TRUCK TERMINAL ON TRackage
Complete Facilities For Efficient Warehousing
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DAILY SERVICE IN EVERY DIRECTION

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Established 1903

Phone 2-7161

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Merchandise Storage and Pool Car Distribution

In a community consisting of Davenport, Bettendorf, Iowa—
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Investment \$350,000.00

Members: A.W.A., N.F.W.A., Ia.W.A., AM. CHAIN OF WHSES., A.V.L.

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TRI-CITY WAREHOUSES, INC.

726 Federal Street

Davenport, Iowa

General Merchandise Warehousing

Pool Car Distribution

100,000 square feet of sprinklered fireproof floor space.
Insurance rate of under 15c • Private Siding on R. I.
10 car capacity with reciprocal switching from the
C. B. & Q. and C. M. St. P. & P. railroads.

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and National Warehousing Service.
Member of Iowa Warehouse Ass'n.

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Established 1883



Merchandise and Household Goods Storage

Local and long distance

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Members: A.W.A.—N.F.W.A.—Ia.W.A.—Distribution Service, Inc.



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Member American Chain of Warehouses

Fire
Proof
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house

MERCHANTS TRANSFER & STORAGE CO.

2-6

Ninth Street
Des Moines 4

TRY OUR SUPERIOR SERVICE
56 years' warehousing nationally known accounts
gives you Guaranteed Service
Daily reports of shipments and attention to every detail

DES MOINES, IOWA

120 S.W. 5th Ave., Des Moines 8, Iowa

Established 1889

MEMBER



WHITE LINE

TRANSFER & STORAGE COMPANY

Merchandise & Household Goods Storage
Lowest Insurance Rate. Pool Car Distribution. Private Siding. Free Switching. Free Rail or Truck Pick-up Service.



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COMPLETE DISTRIBUTION SERVICES

222,000 sq. ft. of floor space in buildings of brick-concrete-steel construction. Chicago-Great Western R. R. siding with 10 car capacity. Free switching with Federal Barge Lines. Low insurance rates. Complete-Motor-Freight-Facilities. Pool car distribution—all kinds. Merchandise & Household Goods Storage, industrial and office space for rent.

Write today

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Chicago Representatives: Associated Warehouses, Inc. and National Warehousing Service.



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Agent ALLIED VAN LINES INC.



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Member — Mo. W.A.

A COMPLETE WAREHOUSING SERVICE

- FREE SWITCHING BY SANTE FE, ROCK ISLAND & MOPAC
- PRIVATE SIDING
- TRUCK LOADING DOORS AND DOCKS
- STORAGE IN TRANSIT — POOL
- CAR DISTRIBUTION
- NEGOTIABLE RECEIPTS
- OFFICE & DISPLAY SPACE AVAILABLE
- LOW RATES
- LICENSED—BONDED—INSURED

HUTCHINSON MERCHANDISE WAREHOUSE

P. O. Box 386, Hutchinson, Kansas — Phone 6280 — Larry Thurston, Mgr.

KANSAS CITY, KANSAS

FOR OVER A QUARTER CENTURY

INTER-STATE MOVING AND STORAGE CO.

Household goods and merchandise storage.

PACKING, MOVING, SHIPPING—PRIVATE SIDING

Agent Member—Allied Van Lines
11TH and MINNESOTA AVENUE



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A Modern Distribution and Warehousing Service Brokers Office & Warehouse Co.

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Member of American Chain of Warehouses

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MERCHANTS Van & Storage Company

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Household Goods & Merchandise Storage. Free Switching—Sprinkler System

Member of NFWA—AVL



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131 EAST MAIN ST., LOUISVILLE 2

25 WAREHOUSES 944,000 SQUARE FEET

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Gen'l Mds.

H. H. Goods

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Commercial Terminal Warehouse Company

INCORPORATED

Modern Merchandise Warehouses

A dependable agency for the distribution of merchandise and manufactured products.

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Storage Cartage Forwarding
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THE ONLY PRIVATELY

OWNED AND OPERATED PUBLIC WAREHOUSE
AT SHIPSIDE IN NEW ORLEANS

This Corporation, continuing the operations of Douglas Shipline Storage Corporation established in 1931, offers Public, State and U. S. Customs Bonded Warehousing at its new terminal and wharf served by deep-water dock for ocean-going vessels and barges. Louisiana-Southern R. R. switchtrack . . . reciprocal switching . . . sprinklered buildings . . . storage-in-transit privileges.

Represented by DISTRIBUTION SERVICE, INC.

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Member American Warehousemen's Association

GULF SHIPSIDE STORAGE CORPORATION

Formerly DOUGLAS SHIPSIDE STORAGE CORPORATION

TERMINAL AND WHARF AT FOOT OF ST. MAURICE AVENUE AND MISSISSIPPI RIVER
EXECUTIVE OFFICES: 118 North Front Street, New Orleans 14, La. Telephone: Raymond 4772 — Magnolia 5133

NEW ORLEANS, LA.

Member of A. W. A.

HAYES DRAYAGE & STORAGE, INC.

833 South Front Street, New Orleans 3

Complete distribution and warehousing service
Operators of space in Free Foreign Trade Zone No. 2
Sidings on N. O. Public Belt R. R.



NEW ORLEANS, LA.

New Orleans Merchandise Warehousemen's Ass'n

MALONEY TRUCKING & STORAGE, Inc.

133 NORTH FRONT ST., NEW ORLEANS 1

An Able servant to the PORT OF NEW ORLEANS
Complete warehousing facilities—Distribution—Weighing—Forwarding—Fumigating—Storage—Cartage—Field Warehousing—Office Space—Display Rooms—Sprinklered Risk.
UNITED STATES AND STATE BONDED



NEW ORLEANS, LA.

Member of A.W.A.

ORLEANS STORAGE COMPANY, INC.

725 So. Liberty Street

Specializing in MDSE. Distribution

All concrete Warehouse, sprinklered, low insurance rates. Low handling costs. Switching connections with all rail lines. State Bonded. Inquiries Solicited.

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E. J. GANNETT, Owner

Standard Warehouse Company

100 Poydras St. - - - New Orleans 8, La.

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION

Located in the Heart of the Wholesale District • Convenient to Rail & Truck Depots • Private Switch Tracks T & NO - SP RR • Reciprocal Switching •

COMPLETE WAREHOUSING SERVICE



and Firms are Arranged Alphabetically

SHREVEPORT, LA.

Herrin Transfer and Warehouse Co., Inc.
1305 MARSHALL ST., SHREVEPORT, LA., P. O. BOX 1606
COMPLETE DISTRIBUTION SERVICE

Member
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Associated Warehousemen, Inc.
Southwestern Warehouse & Transfermen's Association

BANGOR, MAINE

McLAUGHLIN WAREHOUSE CO.

Established 1875 Incorporated 1918

General Storage and Distributing

Rail and Water Connection—Private Siding

Member of A.C.W.—A.W.A.—N.F.W.A.

BALTIMORE, MD.

Milton K. Hill, Mgr. & Treas.

CAMDEN WAREHOUSES

Rm. 301, Camden Sta., Baltimore 1

Operating Terminal Warehouses on Tracks of

The Baltimore & Ohio Railroad Co.

A. D. T. Private Watchman, Sprinkler

Storage—Distribution—Forwarding

Tobacco Inspection and Export—Low Insurance Rates

Consign Via Baltimore & Ohio Railroad

BALTIMORE, MD.

The Davidson Transfer & Storage Co.

Established 1896

Incorporated

H. A. Davidson

6201 Pulaski Highway

Mgr. H.H.G. Division

Tel.—Broadway 7900

FACILITIES—(1) 6301 Pulaski Hgwy. 26,000 sq. ft., fireproof, brick & steel; flr. load unlt.; priv. watchmen; shelt. plat., 10 trks. (2) 1019-21 & 1206 Ridgely St., 25,000 sq. ft., flr. load 200-400 lbs.

SERVICE FEATURES—Pool car distr.; container serv.; motor frgt. term. whse.; stge.; co. opr. cartage service; office, display & exhibit space; dom. & expt. packing; 405 trucks, tractors & trailers. Common carriers—H. H. G. and gen. com.

ASSOCIATIONS—Md. Furn. Whse. Assn., N.F.W.A., Md. Motor Truck Assn. Agents, United Van Lines.

BALTIMORE, MD.

MEMBER: I.M.W.A.—M.D.F.W.A.—M.D.M.T.A.—H.H.C.C.—A.T.A.

J. NORMAN GEIPE VAN LINES, INC.

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See our advertisement on page 163—

1949 edition of D and W Directory

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Owned and Operated by Merchants Warehouse Co.

CHARLES RIVER STORES

131 BEVERLY STREET—BOSTON 14, MASS.



Located within the city limits, adjacent to North Station. Brick-and-concrete buildings; 300,000 sq. ft. space, some sprinklered and heated. A. D. T. burglary alarm service, U. S. Customs and Internal Revenue bonded space. Boston & Main R. R. delivery.

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CLARK & REID CO., INC.

GEORGE E. MARTIN, President

BROOKLINE - BOSTON - CAMBRIDGE

Household and Merchandise Storage - Packing - Shipping



OFFICES: 58 Charles St., Boston
3 Station St., Brookline
380 Green St., Cambridge
Mass. F.W.A., N.F.W.A.

BOSTON, MASS.

Established 1896

PACKING

MOVING

D.W. **DUNN** CO.

STORING

SHIPPING

Member: MayWA-MassFWA-CanWA

3175 Washington St.

BOSTON, MASS.

FITZ WAREHOUSE CORPORATION

operating

ALBANY TERMINAL STORES

137 Kneeland Street, Boston 11

GENERAL MERCHANDISE STORAGE

B. & A. R.R. Delivery

BOSTON, MASS.

Hoosac Storage & Warehouse Company

Lechmere Square, East Cambridge 41, Boston

FREE AND BONDED STORAGE

A.D.T. Automatic Fire Alarm

Direct Track Connection B. & M. R. R.

Lechmere Warehouse, East Cambridge, Mass.

Hoosac Stores, Hoosac Docks, Charlestown, Mass.

Warren Bridge Warehouse, Charlestown, Mass.

BOSTON, MASS.

W. A. KELSO
Pres.

A. WALTER LARKIN
Treas. & Mgr.

J. L. KELSO COMPANY

Established 1894

General Merchandise Warehouses

UNION WHARF, BOSTON 13

Connecting all railroads via

Union Freight Railroad Co.

A.D.T. Service

Motor Truck Service

Member of Mass. W.A.

BOSTON, MASS.

STORAGE

Wool, Cotton and General Merchandise

INDUSTRIAL SPACE FOR LEASE

IN UNITS TO SUIT TENANTS



LOCATION: Near but outside congested part of city. Obviates costly trucking delays. Overland express call.

STORAGE: For all kinds of raw materials and manufactured goods in low insurance, modern warehouses.

RAILROAD CONNECTIONS: Boston & Maine R. R. sidings connecting all warehouses at Mystic Wharf. New York, New Haven & Hartford sidings at E St.

DISTRIBUTION: Complete service for manufacturers distribution whether from storage or pool cars. Trucking to all points in Metropolitan District.

LEASING: Space in units of 2,000 to 40,000 ft. on one floor for manufacturing or stock rooms at reasonable rentals on short or long term leases.

DEEP WATER PIERS: Excellent piers for cargoes of lumber and merchandise to be landed and stored in connecting warehouses.

WIGGIN TERMINALS, INC.

Boston 29, Mass. Tel. Charlestown 0880



Member **AMERICAN WAREHOUSEMEN'S ASSOCIATION**

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Lincoln Tidewater Terminals Co.
Pleasant St. Box 109, Easthampton, Mass.
209,000 feet of sprinkled and heated space
Joint Boston & Maine and NYNH&H RR service
Bulk — Transit — Distribution
Tel. Easthampton 109—Boston, Capital 7-1446

SPRINGFIELD, MASS.

Atlantic States Warehouse and Cold Storage Corporation

385 LIBERTY ST., SPRINGFIELD 1

General Merchandise and Household Goods Storage
Cold Storage for Butter, Eggs, Poultry, Cheese, Meats
and Citrus Fruits

B. & A. Sidings and N. Y., N. H. & H. R. R. and
B. & M. R. R.

Member } A. W. A.
M. W. A.

*Daily Trucking Service to
suburbs and towns within
a radius of fifty miles.*

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F. G. Mooney, Pres. J. G. Hyland, V-Pres.

HARTFORD DESPATCH and WAREHOUSE CO., Inc.

214 BIRNIE AVENUE, SPRINGFIELD, MASS.

U. S. Bonded Warehouses . . . Pool Car Distribution . . . Household and
Merchandise facilities . . . Private Siding . . . Our fleet covers Connecticut
and Massachusetts daily. Warehouses at Bridgeport and Hartford, Conn.
Members: NFWA—AWA—ACW—AVL Agents

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SINCE 1880

HUCK'S TRANSFER, Inc.

General Offices 188 Liberty Street, Springfield 4

GENERAL MERCHANDISE STORAGE

DIRECT TRUCK DISTRIBUTION throughout

Connecticut, Massachusetts and Rhode Island

PRIVATE SIDING, main line New York Central Railroad

COMPLETELY EQUIPPED for all kinds of Rigging and Industrial Moving

U. S. BONDED CARRIER and WAREHOUSE OPERATIONS

SPRINGFIELD, MASS.

Max Lyon, Pres.

NELSON'S EXPRESS & WAREHOUSE CO., INC.

Merchandise Storage—Pool Car Distribution

Fleet of Trucks for local delivery.

93 Broad St.
Springfield, Mass.

Telephone
6-8334—6-8335

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General Cold Storage

Pioneer Valley Refrigerated Warehouse, Inc.

P. O. Box 155

Brightwood Station

When: steel & concrete, automatic fire & burglar alarms—ADT. TS Area 1,000,000
sq. ft. Fl Ld 350 lbs. Cl Ht 8-10 ft. Elev cap 6,000 lbs. Priv siding 30-car cap on, &
consign shipments via B&M: sta. Brightwood: free switching, 100% palletized.
Temp. range —10° to 40°. Humidity control. 15-tk. dock. Specialize in frozen foods.
Open yard stge. Br. office facilities. Loans on stored commodities. Printed tariff.

Member of the A. W. A. (Cold Storage Div.)

SPRINGFIELD, MASS.



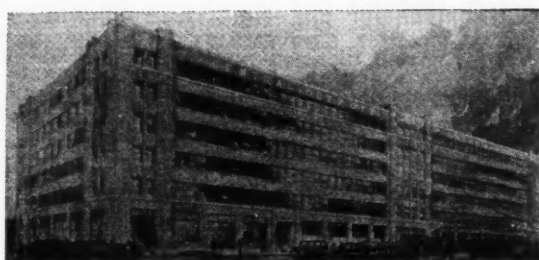
J. J. SULLIVAN THE MOVER, INC.

Fireproof Storage

Offices: 385 LIBERTY ST., SPRINGFIELD 1

HOUSEHOLD GOODS STORAGE, Packing,
Shipping, Pool Car Distribution of All Kinds
Fleet of Motor Trucks

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CENTRAL DETROIT WAREHOUSE

Located in the heart of the wholesale and jobbing
district, within a half-mile of all freight terminals.
Modern buildings, lowest insurance rate in city.

WAREHOUSE & TERMINALS CORPORATION

Wyoming and Brandt Avenues

Modern concrete buildings, fully sprinklered, serv-
ing the west side of Detroit and the city of Dearborn.
Specializing in heavy and light package merchan-
dise and liquid commodities in bulk. Connected
directly with every railroad entering the city.

Central Detroit Warehouse Co.

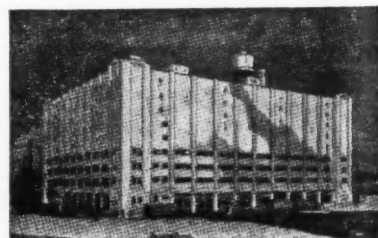
Fort and Tenth Streets, Detroit 16, Mich.



AMERICAN WAREHOUSEMEN'S ASSOCIATION

T
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★ This modern building was designed
for commercial warehouse purposes
exclusively. Offering dry storage and the
largest, most complete and efficient re-
frigerated storage, with ice manufactur-
ing plant, in this wide area.
Every warehousing facility is available.
Desirable office space. Car icing. Financ-
ing. Adequate receiving and distributing
facilities. In-transit storage. Absolute
protection. Minimum insurance. Modern
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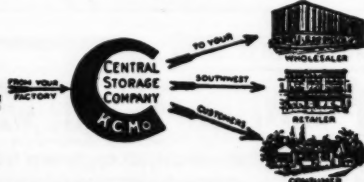
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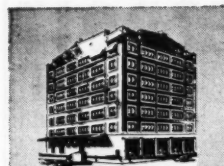


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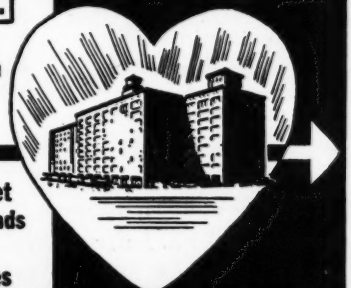
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C. J. LaMothe, president of St. Louis Terminal Warehouse
 Co., will discuss the booklet "To The Bankers of America" in
 the June issue of Distribution Age. He will stress the role that
 warehousemen can play in the acquisition of working capital
 and general cooperation with bankers.

CASES

(Continued from page 56)

In *Sand v. Electrolux Corp.*, 172 Fed. (2d) 548, testimony showed that a traveling auditor for a corporation approached a salesman and "in a rude, angry . . . and offensive manner, and in a loud, harsh, malicious, insulting and offensive tone of voice said: 'I want the machines now or I want the money or I will report you to the bonding company immediately.'"

Sand sued the corporation for heavy damages, alleging slander. Although the lower court held the corporation not liable, the higher court reversed the verdict, arguing that the jury could decide that the corporation's auditor slandered the salesman if it decided that the words used by the auditor raised a strong suspicion in the minds of the hearers.

YOU CAN'T avoid paying taxes to a state as a manufacturer if you fully or partly complete a manufacturing process in that state.

In *Boston v. Commissioner of Corporations and Taxation*, 84 N. E. (2d) 129, Mass., these facts were brought out: The state of Massachusetts passed a law taxing corporations located in other states engaged in "manufacturing" in the state of Massachusetts.

Testimony showed that the Pittsburgh Plate Glass Co. made no glass in Massachusetts but shipped large quantities of glass into the state from its main plant in Pennsylvania. In

Massachusetts this glass was cut and edged for store fronts and windows, for partitions, and for kitchen and bathroom walls. Glass was also fashioned for automobile windows, and for tops of tables and desks.

In holding that the company was a "manufacturing corporation" subject to Massachusetts' tax law, the higher court said:

"Cutting, shaping and polishing glass according to specifications, grinding the edges of the glass, and then setting the glass in wooden or metal frames and assembling the glass into show cases constitute at least a partial if not the complete manufacture of show cases . . ."

YOU CAN'T avoid liability for errors or negligence of your employee in respect to merchandise unless the merchandise is in custody of the shipper. According to a recent higher court a carrier is not liable for loss or theft of merchandise retained in care of the shipper although an employee of the carrier indirectly caused its loss. For example, in *Lynch v. Penn Co.*, 71 N. E. (2d) 114, Mass., it was shown that an employee of a common carrier directed the owner of valuables to place them in a certain location and assured him same would be safe. The valuables were stolen and the owner sued the carrier for damages. The higher court refused to hold the carrier liable.

RAILROAD RATES

(Continued from page 13)

should also attract the attention of the warehouse fraternity. Warehousemen should become vocal in an effort to have these services granted where they will do the most good. It will mean goods stored in their warehouses and money in their pockets—a desirable objective these days.

Decreases in rail rates are always welcome, but they must be accompanied by an improvement in service. It is a fact that the trucking industry often provides a superior "get it there" service. This is a challenge to the railroads. For many years before the war the railroads published water competitive rates (and still do). Today, we need truck competitive rates if the railroads want to do business.

The die appears to have been set and the Rubicon crossed. Let us hope the railroads in the future do not attempt any recrossing in the reverse direction.

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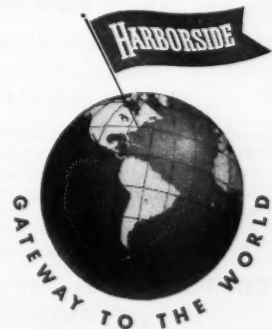
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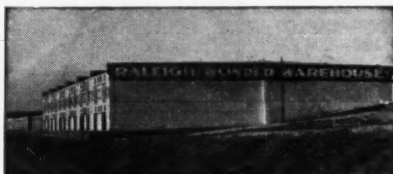
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Distribution Age is privileged to present an article by Nelson A. Miller in the June issue. In this article, Mr. Miller, who is chief of the marketing division of the Office of Domestic Commerce, discusses the nature of distribution, the importance of distribution costs as compared with production costs, and the need to continue "the search for cost reduction opportunities."

MAY, 1950

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DISTRIBUTION AGE

and firms are Arranged Alphabetically

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Complete Warehousing Service for Storage and Distribution of General Merchandise.

Private Siding B. & O. • Pool Car Distribution

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Agents for Allied Van Lines, Inc.

Bus type vans for speedy delivery anywhere. We distribute pool cars of household goods. Prompt remittance.

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Merchandise Storage Storage in Transit

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located in important shipping centers.
2,100,000 square feet of storage space.
Served by all railroads. Loading and
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bonded and free.

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Careful, experienced workmen. Modern equipment is specialized to handle even difficult commodities safely. Excellent rail and highway facilities. One- to 10-ton trucks for fast store-door delivery. Write for full information about the money-saving convenience of "Pennsylvania" service, for temporary or lengthy storage, any quantities.

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PENNSYLVANIA

WAREHOUSING & SAFE DEPOSIT COMPANY
303 Chestnut Street, Philadelphia 6

IN THE CARDS

(Continued from page 35)

For accounting-control purposes, all freight accounts use a green signal; a separate control is set up on freight. At invoicing time the amount of freight bills taken out for invoicing to the customers is deducted from the freight control and goes over to the accounts-receivable control together with the charge.

The new system is maintained as a single unit in Safe-Kardex desk equipment, so that in addition to increased operating efficiency at lower clerical cost, we now have record protection and security that could not conveniently be obtained under the old procedure, when the records were spread out over a number of files and over several books and binders. The cost of the equipment and of the special card forms and signals amounted to less than three or four months of a clerical salary. Actually, it has been written off in tangible savings in one year.

CANADA

(Continued from page 41)

is typical of the contest going on all across the country.

The grocery chains, of course, continue to spread, absorbing food processors and jobbers as they do.

Looking Ahead: Experts in high places have predicted a continued high level of production and consumption for Canadians in the months ahead. Neither production nor consumption will continue of its own accord, however. The maintenance of the present high volume is possible only through the closest attention to all phases of distribution. Higher costs of transportation, labor, materials, construction and government notwithstanding, the Canadian consumer expects lower prices, better products and better service. Only the men engaged in the distributive industries can work this miracle.

From a glance at the component parts of distribution in Canada, it may be safely said that the miracle is close at hand.

LETTERS

(Continued from page 62)

Aircargo "Pack" Too Big

To the Editor:

In the item "Tractor-Trailer of the Air" appearing in your April issue, you give the dimensions of the "pack" as 11 ft. 6 in. wide, 10 ft. 2 in. high, and 56 ft. long. Further, you state that these dimensions mean that it would be possible to transport the pack by highway, rail or water.

I told Harry Pack [vice president, Piasecki Helicopter Corp., Morton, Pa.—ed.] back in 1936 that a unit moving over the highway by tractor semi-trailer could not exceed 8 ft. in width, 8 ft. 8 in. in height, and 40 ft. in length.

Your article does not mention weight of loaded pack, but on the highway this could not exceed 40,000 lbs. and would require five axles, four of which could not exceed 14,000 lbs. gross weight. The fifth, or steering axle, could not exceed 7,900 lbs. Even these weights and lengths would violate existing laws in about half the states.

There is the possibility that air cargo interests might be able to produce economic justification for a limited mileage of highways of a higher classification to move the larger unit.—D. C. Fenner, vice president, Mack-International Motor Truck Corp.

DISTRIBUTION AGE

and Firms are Arranged Alphabetically

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BETTER DISTRIBUTION

IN ...

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Investigate the great convenience, the unique facilities and services, of the 13 big, modern "Terminal" warehouses in Philadelphia. Over 3,000,000 square feet of storage space.

Careful, competent personnel, using modern equipment, handle your bulk or packaged products speedily and safely. There are facilities for the safe moving and storage of household effects. U. S. Customs bonded space. Connections with Pennsylvania and Reading Railroads; low switching rates to and from nearby Delaware River piers. Storage-in-transit privileges on most imports; efficient pool car department. Fleet of modern trucks assures fast store-door delivery in the Philadelphia trading area . . . next-morning delivery within 100 miles.

Write or wire us today for full information on the savings of time and money we offer you for your operations in the Philadelphia metropolitan area.



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LOCAL & LONG DISTANCE MOVING
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PACKING, CRATING, SHIPPING

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WILKES-BARRE STORAGE CO. General Storage and Distribution

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70,000 sq. ft. of modern fireproof
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Private Tracks Connecting with All Railroad and Steamship Lines.
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delivery. Illinois Central and Cotton Belt Railway tracks. Automatic
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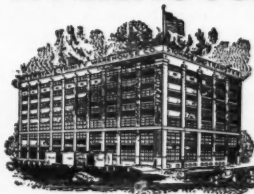
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Our new warehouse is 800 feet long by 250 feet wide with car spot on the Mo. Pac. R. R. for 20 cars at one time. Plenty of truck dock space with wide area to maneuver trucks and trailers.

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Sprinklered—A.D.T. Watchmen

Shipside and Uptown Warehouses

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Member of N.F.W.A. — State and Local Assn's.



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Established 1901

Forty-Nine Years

Under Same Continuous Management

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Complete Storage and Distribution Service
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East Texas. Specializing in Pool Car Distribution
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Since 1920

TARRY WAREHOUSE & STORAGE CO.

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WESTERN GATEWAY STORAGE CO.

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CENTRAL WAREHOUSE

520 West 2nd South St., Salt Lake City 1
Fireproof Sprinklered
Merchandise Storage Office Facilities
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Over 1,000,000 cubic feet reinforced Concrete Sprinklered Space
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Established 1910

72,000 sq. ft. space. Reinforced concrete
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MODERN SPRINKLER EQUIPPED WAREHOUSE

50,000 SQUARE FEET PRIVATE RAIL SIDING

Lowest Insurance Rate in Norfolk. Pool Car Distribution

WE SPECIALIZE IN MERCHANDISE STORAGE

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750,000 sq. ft. of storage space. Convenient central location. Individual
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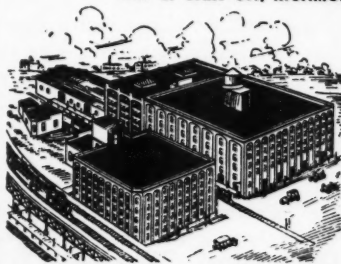
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20c PER \$100
PER YEAR



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Capacity 500 Cars

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Automatic Sprinkler

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Private siding on NP, served by any RR. Jobbers display and offices. Also licensed storage for yellow label goods. Cartage rights. Harvey Lounsbury, Mgr. So. 124 Wall St. (8). Riverside 6186.

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For Shippers' Convenience, States, Cities

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Merchandise Storage
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Heated—Unheated—Yard
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40 Car Tract Capacity
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Complete local and over-the-road truck services with 70 units of all types of equipment, including low-bed trailers, winches and cranes.

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**CENTRAL
STORAGE AND WAREHOUSE COMPANY, Inc.**

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A wartime development that bids fair to aid in the packing and shipment of entire machines rather than disassembling, packing separately the parts and then reassembling them is discussed in the June issue of Distribution Age. The method is applicable both for overseas and domestic shipments.

TRUMAN PLANS

(Continued from page 30)

exercised by an independent board of officials with fixed terms of office, but rather, that these powers would be under the authority of a Cabinet officer serving at the pleasure of the President. The abolition of the regulator's independence is a fundamental change, and it alters the intent of Congress in the existing law.

Proposals for ICC and CAB

The proposals for added administrative authority to be placed in the chairmen of the ICC and the CAB are generally considered to be good. It is felt that these proposals will make for increased efficiency in both these bodies. So far, their independence has not been affected, although some think that the proposal to appoint the new Undersecretary for Transportation in the Department of Commerce may portend a centralization of regulation in that department through new reorganization plans to be presented later. Others feel that the new Un-

dersecretary may fill the important post of coordinator, particularly where governmental promotion of transportation is concerned.

As the situation stands today, various transport media are being supported with federal funds, but neither the amounts of money spent nor the purposes and methods of expenditure are governed by common considerations. Each form of transportation is viewed and promoted separately. Under the existing law the federal agencies responsible for transportation have no responsibility to treat them in any other manner. It is here that some official such as the proposed new Undersecretary might well step into the picture for the good of all concerned. Much, of course, depends on the man selected. No reorganization plan can be stronger than the men chosen to administer it.

The moral of the present situation is that those who are interested in seeing the ICC and the CAB remain as independent agen-

cies reporting directly to Congress should be ready to become exceedingly vocal if anything similar to what is now proposed for the Maritime Commission is advocated for the former bodies. It seems to be the consensus of carriers and shippers alike that if the regulation of all forms of transportation is eventually placed in one agency, that agency must be a permanent, independent and non-political body with a continuing and dependable policy in line with definite statutory provisions which register the will of Congress. The decisions of such a body must be on records openly and publicly made, and the body itself must be removed from influence by executive and legislative officers or political agencies. Proposals to streamline transportation regulation by placing such agencies as the ICC under control of executive departments would, in the opinion of many, be a backward step. These observers feel that it is illogical that any agency be tampered with merely to satisfy some theoretical concept of governmental organization.

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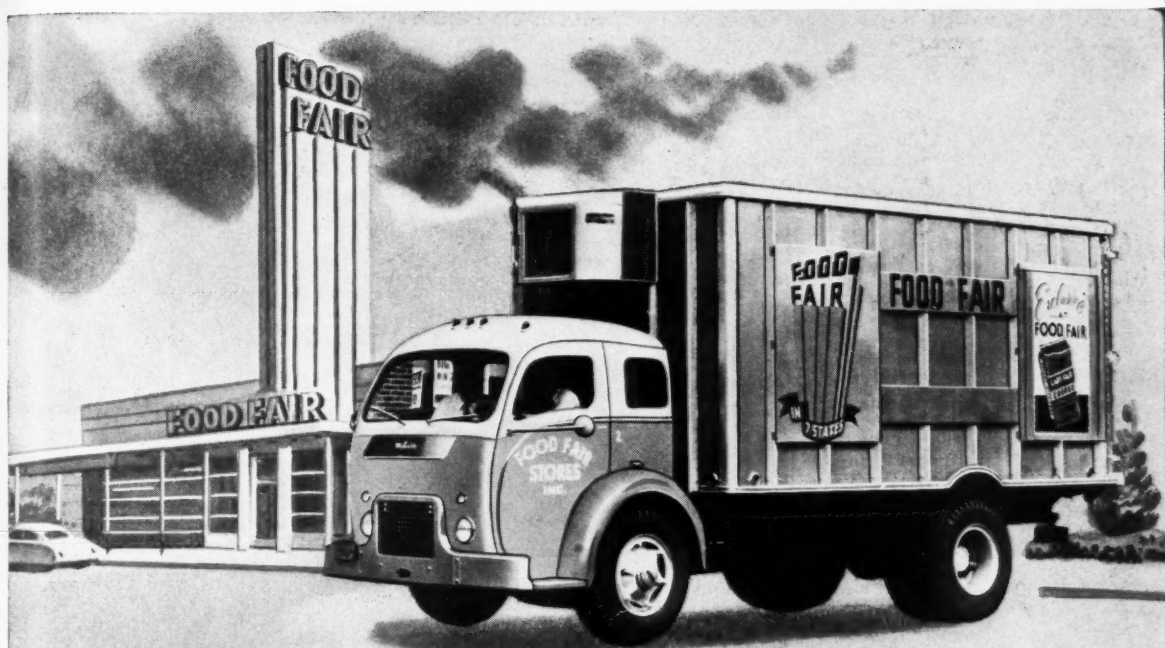
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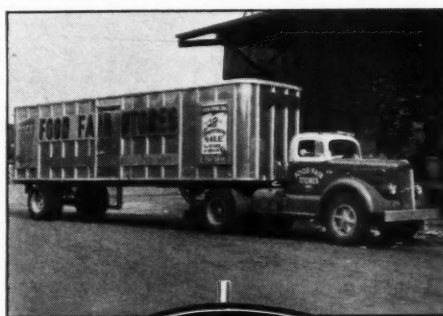
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